

The Nanticoke Heritage Byway Corridor Management Plan



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MEMORANDUM

TO: Jennifer Cohan, Secretary

VIA: Drew Boyce, Director of Planning *DAB*

VIA: Jeff Niezgoda, Assistant Director of Planning *JN*

VIA: Ann Gravatt, Planning Supervisor *AG*

FROM: Mike Hahn, Byways Coordinator *MCH*

DATE: June 10, 2016

SUBJECT: Delaware's Nanticoke Heritage Byway
 Corridor Management Plan Approval

On behalf of the Delaware Byways Program Evaluation Committee, we recommend that the Corridor Management Plan (CMP) submitted by the Nanticoke Heritage Steering Committee be accepted under the Byways Program as required by the Program Guide. The byway was first designated through the State Scenic and Historic Highways Program in 2006. The byway corridor revolves around the Nanticoke River and Broad Creek, traversing through areas of Laurel, Bethel, Woodland, Seaford, Blades, and Concord. The vision for the byway is to foster economic development, continue research, and implement future projects to the area. Further, the CMP intent for the byway is to establish a proper course of tourism promotion, use, and preservation of the corridor's identified resources.

This corridor management plan was subjected to a comprehensive public review process required by the law and the adopted Program Guide. The result is a strong endorsement of the corridor management plan by all reviewers.

Corridor Management Plan Approved:

J. Cohan

 Jennifer Cohan, Secretary

6/22/16

 Date

Attachment

cc: Steering Committee Members



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Introduction to the Corridor Management Plan, Statement of Purpose, and Corridor Story



1.1 - Statement of Purpose

The Nanticoke Heritage Byway (NHB) Corridor Management Plan (CMP) is intended to provide a detailed collection of information that will assist in meeting the corridor Mission and Vision Statement (see Chapter 2.0) developed for the corridor. This CMP will attempt to foster economic development, continued research, and set a clear course for future actions (projects) within the Nanticoke Heritage Byway region. In addition, the CMP will provide direction and foresight as to the proper course of promotion, use, and preservation of the corridor's resources.

The CMP is a product of extensive coordination and input from the NHB communities and stakeholders. This CMP is an extension of the people – the people of the NHB. The varied interests and goals of the diverse communities and vested interests along the corridor have been assembled and unified in this CMP, to give the corridor a cohesive voice to be heard and understood by many. This CMP will be the promoter and the protector of the NHB corridor for many generations in the future.

Throughout this CMP are colored boxes (see National Scenic Byway Point #1 in Section 1.2 below) that highlight the respective section of the CMP that addresses one of the 17 points or criteria required by the National Scenic Byways Program (NSBP) for a CMP to be eligible for All-American Road (AAR) nomination.

1.2 - Corridor Limits

The NHB corridor is approximately 40 miles travelling through the southwestern portion of the State of Delaware. The corridor is divided into five (5) segments for ease of analysis and identification. The NHB travels west from Trap Pond State Park in Laurel, passes through Bethel, then heads north across the Nanticoke River in Woodland into Seaford to the intersection of Bridgeville Road and U.S. 13 north of Seaford. The corridor limits are displayed on Figures 1 through 6.

1.3 - Stakeholders

The development of the NHB began many years ago – well before the current process for the development

CMP began. There has been an actively engaged group of corridor residents that began meeting in 2009 / 2010 to discuss ways to enhance and promote the corridor's tremendous sites and resources. The current CMP process, which began officially in August 2013, has also engaged a diverse group of vested stakeholders, including many of the original stakeholders. These stakeholders include citizens, business owners, government and other public agencies, religious entities, and private entities. In an effort to include and coordinate with as many entities as possible the following groups (which we call Stakeholder groups) were coordinated with throughout the development of the CMP.

1.3.1 Steering Committee

The Steering Committee, which was formally identified in the early stages of this CMP development, acts as an advisory committee to assist in research, implementation, review and approval of all documents and deliverables related to this CMP. The Steering Committee is comprised of a variety of individuals including concerned citizens, business owners, government agency staff, college/university professors and students, neighborhood organizations, DelDOT staff, and other vested interests.

1.3.2 General Public

The general public was afforded the opportunity to review all CMP related materials to ensure that the CMP was a byproduct of the communities and those with a vested interest in the corridor. The general public was provided multiple opportunities to provide input pertaining to their vision, goals, actions, and wishes for the future of the NHB. Two (2) series of Public Workshops were held in communities along the Byway to ensure adequate public input in November 2013 and April 2014.

NATIONAL SCENIC BYWAY CMP POINT #1

A map identifying the corridor boundaries, location, intrinsic qualities, and land uses along the corridor.

Figure 1-1: Corridor Limits

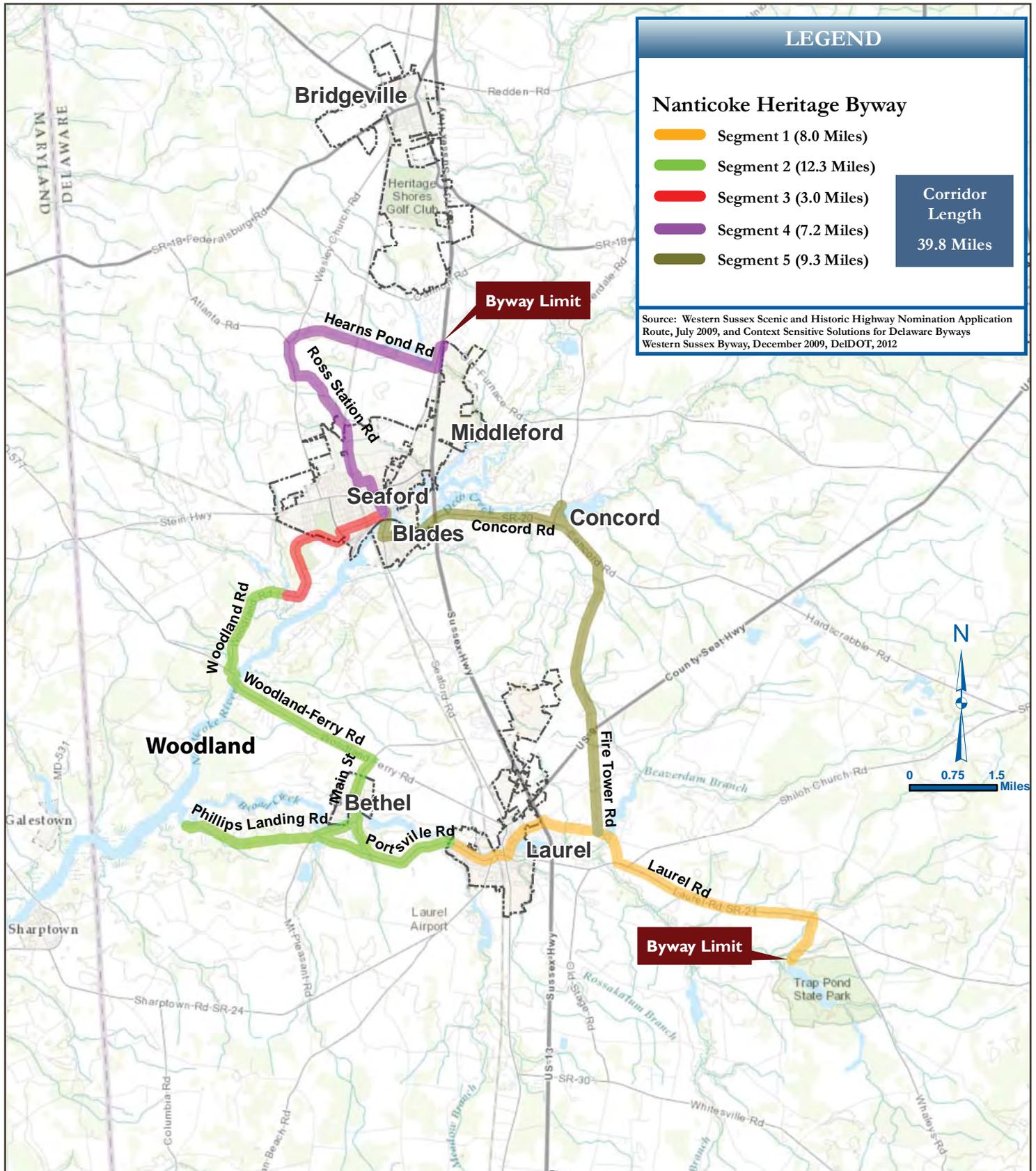


Figure 1-2: Corridor Segment 1

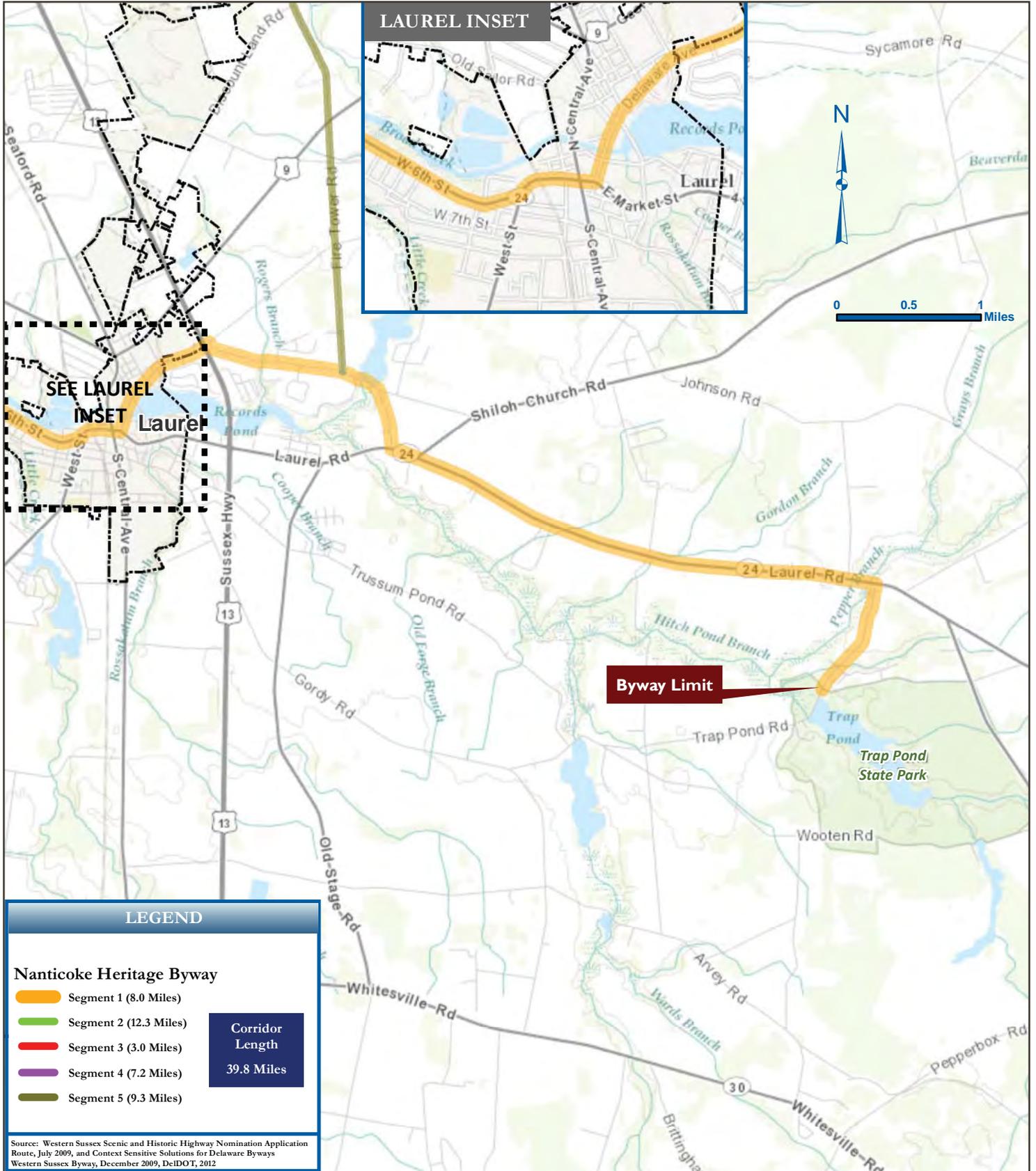


Figure 1-3: Corridor Segment 2

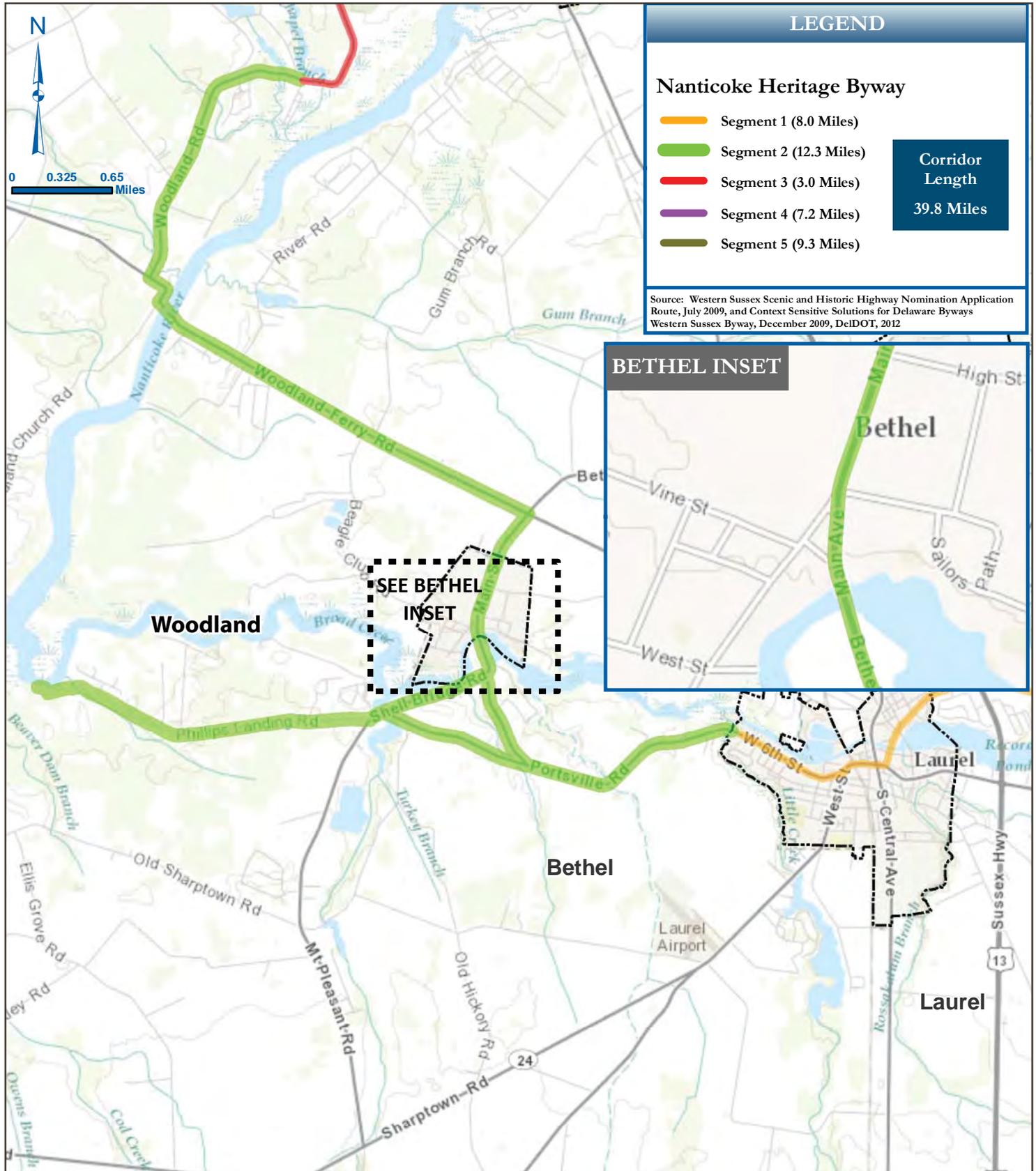


Figure 1-4: Corridor Segment 3

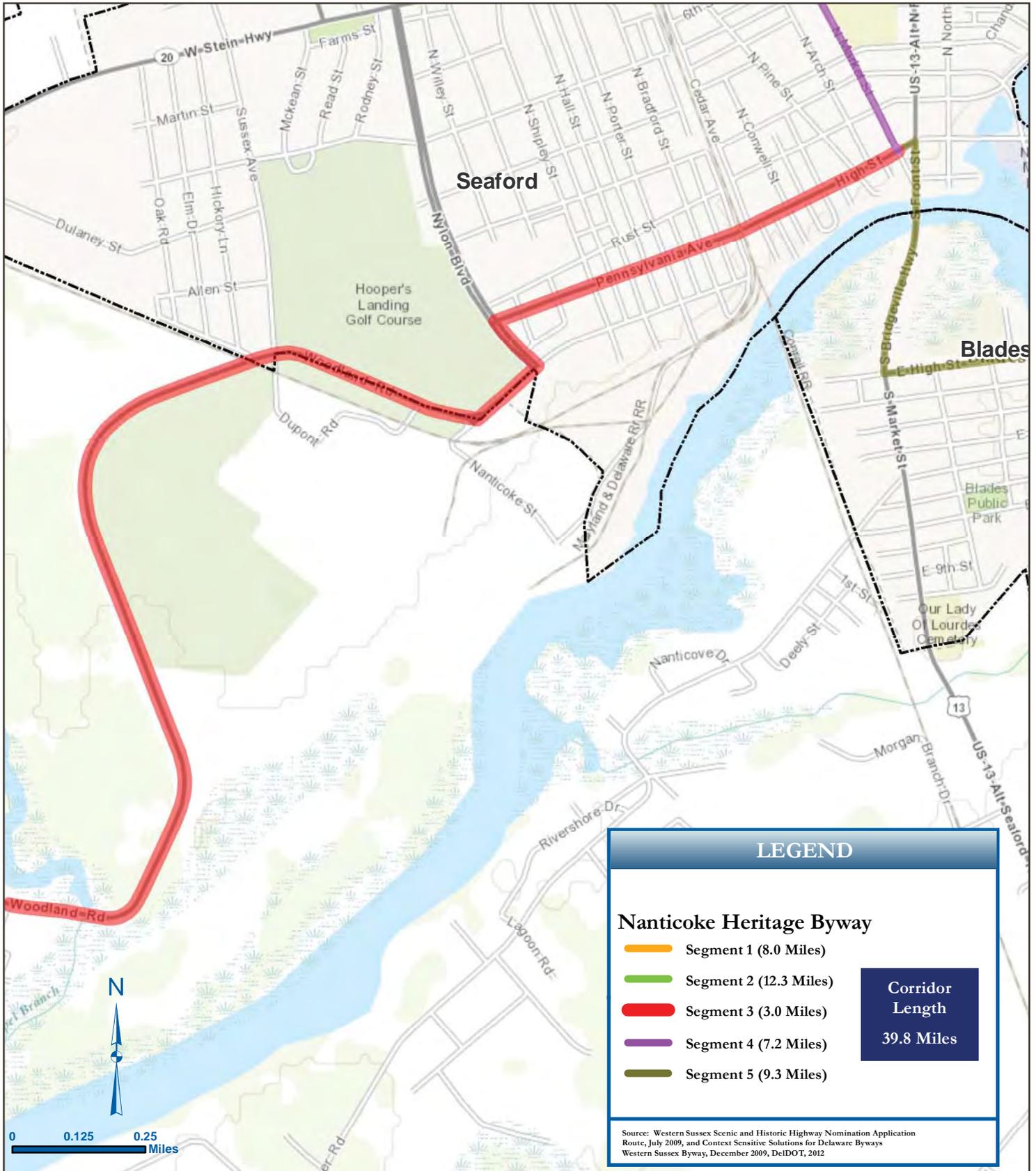


Figure 1-5: Corridor Segment 4

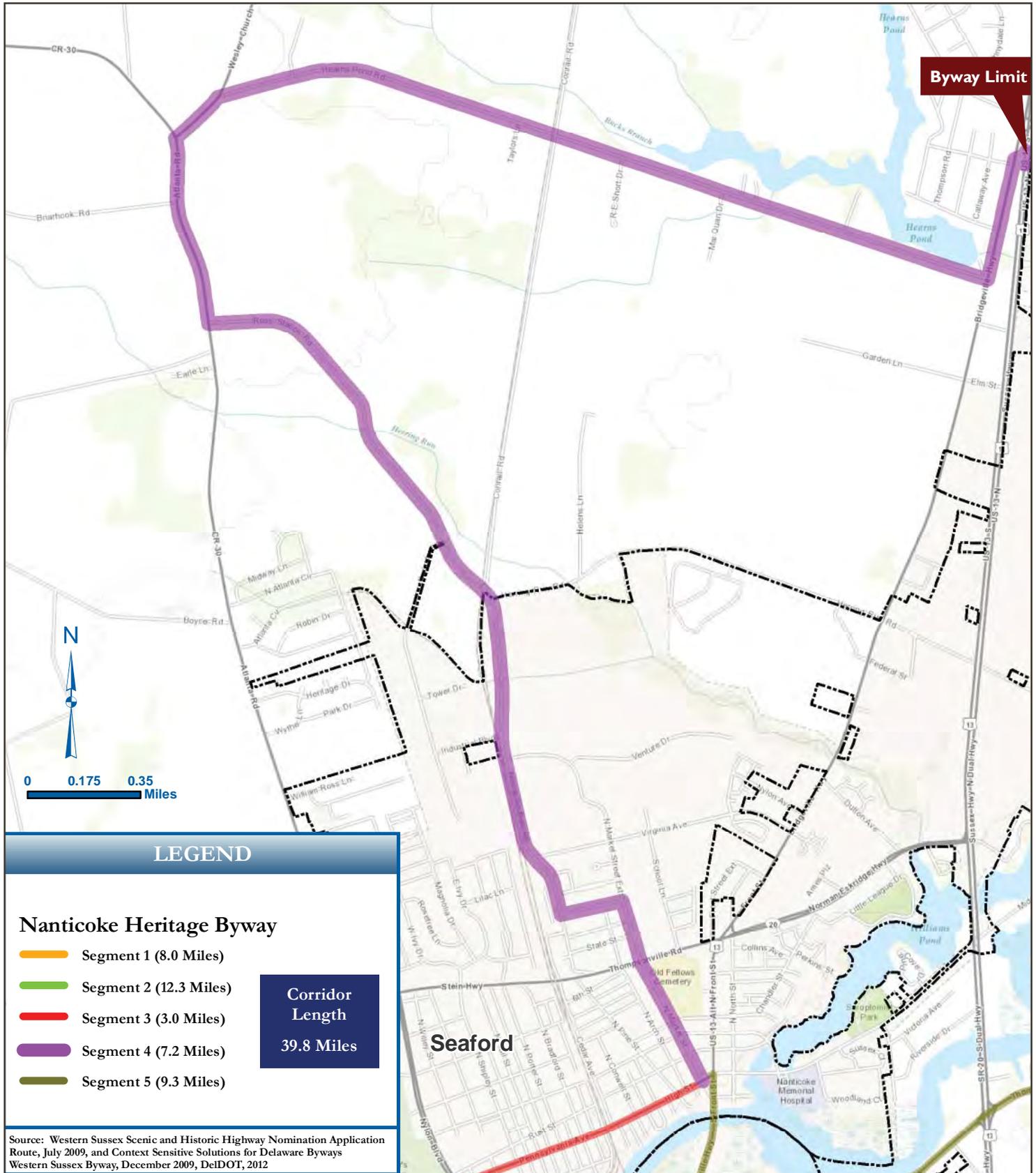
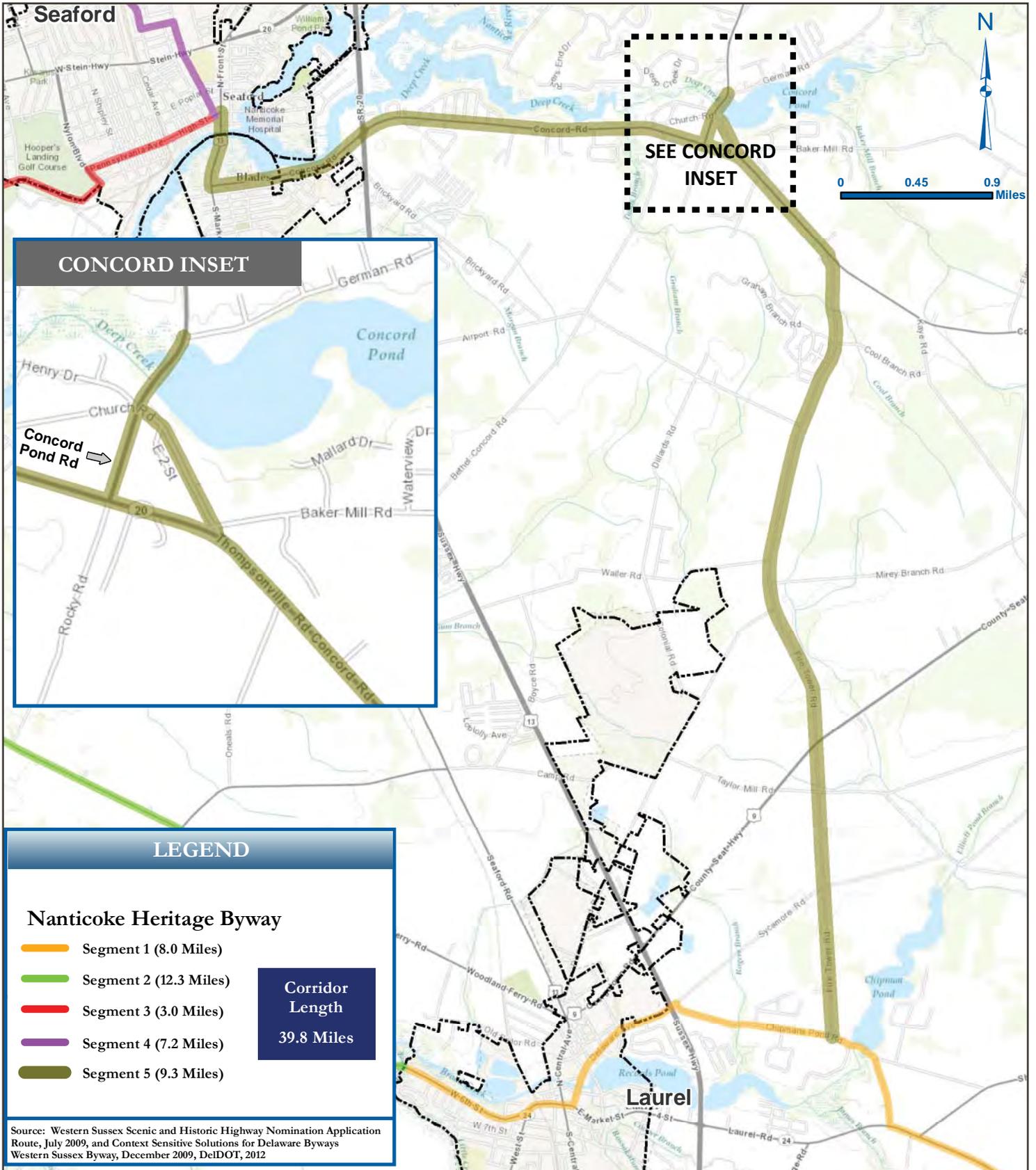


Figure 1-6: Corridor Segment 5



1.4 - The Delaware Byways and the National Scenic Byways Programs

The Delaware Byways Program was developed during the 2000 legislative session after the State of Delaware General Assembly passed Senate Bill 320, authorizing the Delaware Department of Transportation (DelDOT) to develop and manage the program. Its purpose is to provide recognition to Delaware roadways possessing certain intrinsic qualities that create special visual experience to people traveling the roadways.

To date (January 2014), Delaware has six (6) state designated Scenic Byways:

- Brandywine Valley (also a National Scenic Byway)
- Harriet Tubman Underground Railroad Byway
- Lewes Byway
- Red Clay Valley
- Delaware's Bayshore Byway (formerly Coastal 9 Heritage Byway)
- Nanticoke Heritage Byway (formerly the Western Sussex Byway)

A Scenic Byway in the State of Delaware is a transportation route, which is adjacent to, or travels through an area that has particular intrinsic scenic, historic, natural, cultural, recreational or archeological qualities. It is a road corridor that offers an alternative travel route to our major highways, while telling a story about Delaware's heritage, recreational activities or beauty. It is a route that is managed in order to protect its special intrinsic qualities and to encourage appreciation and/or development of tourism and recreational resources.

The National Scenic Byways Program is part of the U.S. Department of Transportation, Federal Highway Administration. The program is a grassroots collaborative effort established to help recognize, preserve and enhance selected roads throughout the United States. Since 1992, the National Scenic Byways Program has funded more than 2,400 projects for state and nationally designated byway routes in 50 states, Puerto Rico and the District of Columbia. The U.S. Secretary of Transportation recognizes certain roads as All-American Roads or National Scenic Byways based on one or more archeological, cultural, historic,

natural, recreational and scenic qualities. (Source: <http://www.byways.org>)

Scenic Highways/Byways may be designated as either a National Scenic Byway (those that represent one resource category significantly at a national level) or an All-American Road (those that significantly represent two or more resource categories). All-American Roads are the top tier of Scenic Highways in the United States, with National Scenic Byways falling under them, and the State Scenic Byways falling next in line, in order of significance.

The National Scenic Byways Program (NSBP) requires that a Corridor Management Plan (CMP) meet the following fourteen (14) points, plus an additional three (3) points for those Scenic Highways that are seeking All-American Road designations, which requires a total of seventeen (17) points. Throughout this CMP the colored boxes seen below will be utilized to denote the referencing of one (1) or more of the required NSBP points.

SAMPLE - NATIONAL SCENIC BYWAY CMP POINT #X

This box displays the section of the CMP where one of the required NSBP points are referenced.

17 Points of the NSBP CMP Requirements

1. A map identifying the corridor boundaries, location, intrinsic qualities, and land uses in the corridor.
2. An assessment of the intrinsic qualities and their "context" (the areas surrounding them).
3. A strategy for maintaining and enhancing each of those intrinsic qualities.
4. The agencies, groups, and individuals who are part of the team that will carry out the plan, including a list of their specific, individual responsibilities. Also, a schedule of when and how you'll review the degree to which those responsibilities are being met.
5. A strategy of how existing development might be enhanced and new development accommodated to preserve the intrinsic qualities of your byway.

6. A plan for on-going public participation.
7. A general review of the road's safety record to locate hazards and poor design, and identify possible corrections.
8. A plan to accommodate commercial traffic while ensuring the safety of sightseers in smaller vehicles, as well as bicyclists, joggers, and pedestrians.
9. A listing and discussion of efforts to minimize anomalous intrusions on the visitor's experience of the byway.
10. Documentation of compliance with all existing local, state, and federal laws about the control of outdoor advertising.
11. A plan to make sure that the number and placement of highway signs will not get in the way of the scenery, but still be sufficient to help tourists find their way. This includes, where appropriate, signs for international tourists who may not speak or read English fluently.
12. Plans of how the byway will be marketed and publicized.
13. Any proposals for modifying the roadway, including an evaluation about design standards and how proposed changes may affect the byway's intrinsic qualities.
14. A description of what you plan to do to explain and interpret your byway's significant resources to visitors.
15. A narrative on how the All-American Road would be promoted, interpreted, and marketed in order to attract travelers, especially those from other countries. The agencies responsible for these activities should be identified.

All-American Road Requirements/Points

16. A plan to encourage the accommodation of increased tourism, if this is projected. Some demonstration that the roadway, lodging and dining facilities, roadside rest areas, and other tourist necessities will be adequate for the number of visitors induced by the byway's designation as an All-American Road.
17. A plan for addressing multi-lingual information needs.

(Source: *Federal Register*: May 18, 1995 (Volume 60, Number 96, Pages 26759-26762)

1.5 - Benefits of National Scenic Byway / All-American Road Designation

Scenic Byways are roads that highlight and capture the significant cultural, historic, archeological, recreational, natural, and scenic features of an area. These significant roadways provide an enjoyable experience for travelers, while providing local communities with economic development opportunities, sustainability, and tourist revenue. Designating and protecting our country's scenic highways is a way to preserve and enhance America's beauty and heritage for future generations to experience and enjoy. For designation as a National Scenic Byway (NSB), a road must possess intrinsic qualities that are nationally or regionally significant. In addition, a Corridor Management Plan (CMP) must be prepared that identifies significant intrinsic resources, potential impacts to those resources, preservation, maintenance, enhancement strategies, and promotion/marketing plans. Benefits of National Scenic Byway designation include the following:

National Recognition

National Scenic Byway designation carries with it not only a heightened awareness of the corridor as one of the premier corridors in the country, but also recognition of the entities, Stakeholders, agencies, organizations, businesses, and communities that worked so hard to achieve designation. Identification of the route on local, state, and federal maps can lead to more tourism opportunities for the area. It is also anticipated that the NHB corridor group will develop marketing and promotional materials in the future to continue the recognition and promotion of the corridor.

Increased Pride

National Scenic Byways are a source of local community pride and provide a chance for citizens to showcase the beauty and unique qualities of their region. This CMP provides a way for Stakeholders to determine what they prefer to highlight about their communities. It also identifies how to preserve these intrinsic resources while encouraging thoughtful and sustainable growth. National Scenic Byway designation is a means to a communal goal. It provides a network opportunity for like-minded individuals in all of the communities along the corridor to come

together and share a voice for the good of the corridor and its resources.

Increased Funding Opportunities

Becoming part of the Delaware Byways Program will offer the NHB increase opportunities for funding through a variety of outlets, including the services provided by DelDOT as part of the Delaware Byways Program. In addition, implementation of the CMP could result in economic development opportunities, increased business/customer traffic, tax revenue, and jobs.

1.6 Corridor Story

The Nanticoke Heritage Byway, part of the Delaware Byways Program, revolves around the pristine Nanticoke River and Broad Creek, a tributary, one of the mid-Atlantic's most preserved waterways and the Delmarva Peninsula's longest tributary to the historically significant Chesapeake Bay.

The Nanticoke River is 64 miles long, beginning in Seaford and meandering through the states of Delaware and Maryland before emptying into the Chesapeake Bay around the town of Nanticoke, Maryland. It is a river with a deep history and one that played a role in the formative years of the United States of America .

A 26-mile ecotourism (water based tourism) water trail running along the Nanticoke was set aside in 2011 by Delaware and federal officials, contiguous with a 37-mile water trail extending through Maryland to the Chesapeake Bay. With its deep history and its picturesque, unspoiled scenery, the Nanticoke is a true gem in the southernmost regions of the nation's First State.

It is the Nanticoke River that originally spurred life in this region, during a time when the world's rivers were lifelines of all civilized life. In what is now the Delmarva Peninsula, life began with the native Nanticoke Indians, originally called the Kuskarawaoks.

Translated to "people of the tidewater," the Nanticoke were excellent farmers and hunters who lived off of the land. Prior to 1745, they inhabited the area along the Nanticoke River, including what are now the towns of

Seaford and Laurel.

Today, they mostly live a few miles east of the area that encompasses the Nanticoke Heritage Byway, but their history and their influence on the areas of western Sussex County are indeed significant.

The very name of the byway comes from this tribe of Native Americans, who were here long before European explorers settled in present day America. The recorded history of the tribe, however, can be traced back to a day in 1608, or 23 years earlier than that when Dutch explorers formed the first settlement in Delaware, in nearby Lewes.

It was in the first decade of the 17th century when English Captain John Smith and 14 of his men came upon a gathering of Nanticoke during his exploration of the Chesapeake Bay and its tributaries. This significant meeting between two cultures set the tone for later colonization in Sussex County.

That initial meeting, however, was anything but a friendly one, as Nanticoke originally fired arrows at the English explorers. But cooler heads eventually prevailed and the captain was taken to meet with the Indian chiefs for initial discussions between Europeans and Native Americans in southern Delaware.

This historic meeting between the Europeans and the Nanticoke Indian Tribe is believed to have taken place at or near Phillip's Landing, about five miles outside the limits of present-day Laurel. Today, a monument erected by the Delaware State Archives commemorates the event near the confluence of the Nanticoke River and Broad Creek, an important stop on the Nanticoke Heritage Byway and part of the Captain John Smith Chesapeake National Historic Trail.

There are other reminders of the Nanticoke's influence on western Sussex County, an important one being the writings of a so-called Nanticoke "wading place" in the town of Laurel, a municipality that was plotted in 1802 after the sale of a Nanticoke Indian reservation. This reservation once spanned 3,000 acres on Broad Creek, between what are now the towns of Bethel and Laurel, and was created due to encroachment by European settlers on the Nanticoke's first reservation

at Chicone Creek near the town of Vienna, Maryland. The “wading place” is located on Broad Creek, just east of the Central Avenue Bridge that spans Broad Creek in downtown Laurel. At one time, the small municipality of Laurel was one of the most affluent towns in Delaware. This prosperity was largely due to the town’s large tracts of virgin timber, as well as access to the Nanticoke River, the Chesapeake Bay, and many years later, access to the railroad.

But long before the railroad was extended into Sussex County, largely due to the efforts of former Gov. William Henry Harrison Ross, the towns of Laurel and neighboring Seaford prospered because of the Nanticoke River and its tributaries. Seaford lies directly on the river near its headwaters while Laurel, along with historic Bethel, were both settled on the shores of Broad Creek, a tributary of the Nanticoke.

These towns thrived for decades because of their proximity to the river and are vital components, not only to the Nanticoke Heritage Byway, but also to the history of our nation’s First State. Crops and other supplies were important exports from the county along the Nanticoke, particularly because of the access the river provided to states up and down the eastern seaboard, via the access to the Atlantic Ocean by way of the Chesapeake Bay. Both early towns once teemed with ships whose captains exchanged products between western Sussex County and far away ports.

Prior to 1856, when the first rail line was opened by the Delaware Railroad Company, nearly all transportation between western Sussex County and towns to the north was provided by a patchwork system of stagecoaches and ships. This connected the merchants of Sussex County to markets in places such as Baltimore, Philadelphia and Wilmington. The railroad transformed the area’s agriculture, leading to a boom that can still be felt in Sussex County today, particularly as it relates to the architectural character in the historic district of Laurel.

In Harold Hancock’s “Slavery, Steamboats and Railroads,” Delaware Railroad President Samuel M. Harrington conveyed his skepticism with bringing the railroad to Sussex County when he was quoted as saying: “A railroad in Kent and Sussex! What could

be the use of it? These counties produce nothing but mosquitoes and bilious fevers; the people had no business to travel for, and slight means to travel on.”

But the rail line opened because of the persistence of Gov. Ross, who resided in Seaford and who pushed the railroad at every turn. When the line finally opened, it provided twice a day service from Seaford to Wilmington and vice versa. That rail line is today a very important aspect of the Nanticoke Heritage Byway, with the train stations in Seaford and Laurel both highlighted along the route, along with Gov. Ross’s mansion just north of the Seaford city limits.

The young, brash governor even had his very own train station, within a stone’s throw of his stately mansion in Seaford. Ross Station is long gone today, but the stories of it remain and are told in detail at both his personal mansion and at the Seaford Museum, also both important intrinsic resources along the byway.

Much of the land that is today western Sussex County was once very swampy, with freshwater wetlands once covering a large portion of the western half of the county. It is a big reason, along with the settlement of a boundary dispute between the Calverts and the Penns, why petitions were started that eventually allowed for the moving of the Sussex County Seat from the coastal town of Lewes over to the more centrally located Georgetown, in the middle of Sussex County.

Residents in Seaford and Laurel and other towns in western Sussex had a very difficult commute to the eastern half of the county any time they needed to conduct business, so they protested and eventually their voices were heard and the county seat was moved in 1791.

While many beautiful waterways exist in western Sussex County today, most of the former swampy areas have been converted into well-drained fertile farmland. The Nanticoke watershed, however, is still an extremely abundant resource in the First State, covering more than 700,000 acres and including extensive forests, thousands of acres of freshwater wetlands, the northernmost strands of bald cypress trees on the east coast and the highest concentration of bald eagles in the northeastern United States.

And by all accounts, the “liquid highway” of yesteryear is as pristine today as it was on that day more than 400 years ago when Captain Smith and his men first journeyed onto the river.

The Nanticoke watershed protects more than 100 rare and threatened species of plants and animals. Home to an eclectic collection of wildlife, including peregrine falcons, bald eagles, Delmarva fox squirrels, beavers, raccoons and white-tailed deer, the area around the Nanticoke River offers as pristine a location as can be found in today’s modern society.

Much like the Indian tribe that bears its name, the original name of the river was Kuskarawaok. It runs through much of what is today the Nanticoke Heritage Byway, permeating and lending its identity to the towns of Seaford, Laurel, Bethel and Woodland.

The 39.8 mile long Nanticoke Heritage Byway, which pays tribute to this historic area of the nation’s First State and is the only access point in Sussex County to the Chesapeake Bay, is designed to take visitors on a scenic and historic journey through the towns, the attractions and the waterways that encompass the areas around the Nanticoke.

The northernmost tip of the byway can be found at Hearn & Rawlins Mill, on the shores of Hearn’s Pond, with the southern end located at Trap Pond State Park just east of the town of Laurel.

Between the two points, the byway loops through the towns of Seaford, Laurel, Concord, Woodland and Bethel, highlighting many points of interest and telling the story of years gone by on the Nanticoke River.

Along the route, there are many opportunities for recreation, including hiking, bicycling, boating and bird watching. But there are also countless opportunities to learn about history and about how life used to be in this very special part of the country.

These opportunities, and the byway itself, are broken up into five distinctly unique “discovery zones,” beginning at the northern tip of the byway and extending southward.

These unique zones are: North Seaford, Seaford Proper, Woodland/Bethel, Laurel and Concord. Each “discovery zone” has its own unique characteristics and is steeped in local history and tradition.

North Seaford Discovery Zone

A logical starting point along the Nanticoke Heritage Byway is to begin from the north, just outside the city limits of Seaford. Before entering Seaford proper, there are several stops along the byway that provide for entertaining and educational experiences.

Some of these include:

Hearn & Rawlins Mill

Built in 1880 and added to the National Register of Historic Places in 1978, the Hearn & Rawlins Mill is the northernmost stop along the Nanticoke Heritage Byway. It is a historic gristmill located on Hearn’s Pond, built on the site of a previous mill that was built in the 1820s.

It provides a look into yesteryear in Sussex County, when mills and the industry they provided ruled the area. In many respects, the mill is a palpable testament to the area’s once-thriving industry, an industry so popular in Sussex County that it even gave name to a nearby town (Millsboro).

At the peak of the milling industry in the 1860s, there were more than 100 grist and saw mills in Sussex County, and the Hearn & Rawlins Mill was just one of those that was strewn about on the waterways of western Sussex.

Ironically, it was the leading industry of today’s Delmarva region that ultimately led to the demise of many of the area’s mills.

One of the last real niches for the gristmills was producing animal feed for use by local farmers. But when the poultry industry started in southern Delaware in the 1920s, chicken farmers began buying feed on such a large scale that feed mills that were powered by electricity began springing up all throughout southern Delaware.

They were able to produce feed much cheaper than the gristmills, so the growth of the poultry industry and

the establishment of the numerous poultry feed mills eventually led to the demise of the milling industry. Though most of the mills are long gone today, their legacy remains at places like the Hearn & Rawlins Mill, one of nine mill ponds on the byway, where the industry can be visibly seen and remembered.

Gov. Ross Mansion and Plantation

Located just north of the Seaford city limits, the 20-acre plantation is a mere 1 percent of the size it used to be, but its historical significance to the area cannot be overstated. One of the northernmost stops along the Nanticoke Historic Byway, the grounds feature one of the area's only remaining slave quarters, a granary, a smokehouse, stables and a so-called "honeymoon cottage," built for the governor's son to live in while a nearby mansion was constructed for him and his wife.

The Italian villa-style mansion is owned by the Seaford Historical Society and is listed on the National Register of Historic Places. William Henry Harrison Ross was one of the area's major landowners during his day and was the youngest man ever to serve as governor of Delaware, serving from 1851 to 1855. His crowning achievement was extending the railroad to Sussex County, which visitors to his plantation are easily reminded of via the tracks that run just to the west of the property, on land formerly owned by the governor.

While "Ross Station," the governor's former private train station, is long gone, the stories of how Ross used the station to escape the bounty placed on his head during the Civil War are still told on a regular basis. Indeed, if not for Ross bringing train service to Sussex County, he likely would not have survived the War Between the States.

Ross never hid his affection for the Confederate cause during the war and was even rumored to be involved in smuggling arms to the South. One of the governor's own sons lost his life while serving in the Confederate Army and, as one of Sussex County's largest slave owners, Gov. Ross simply could not hide his disdain for the Union.

The governor knew he would be a target when Union troops began cracking down on men who they

considered to be traitors. So instead of waiting around to be captured, as the legend goes, his slaves packed him in an old apple crate, loaded him on the train and allowed him to escape to New Castle County, and eventually England, where he remained for most of the Civil War.

When the former governor did return to Delaware, it was a much different place than when he had left. The Thirteenth Amendment to the Constitution ending slavery forced Ross to free his slaves and erode his financial standing, already terribly damaged due to the war, declined even further.

His former mansion today offers a unique glimpse into what life was like in the mid-19th century in western Sussex County. It has been furnished with period antiques and many mementos from the Ross family.

Cannon-Maston House

Referred to as a "Maryland Hall and Parlor House", it was granted to James Cannon by the Lord Proprietor of the Colony of Maryland in 1696. It is one of the oldest surviving residences in Southern Delaware. Construction on the home began in 1727.

It is one-and-a-half stories tall, much like the well-publicized "tents" that used to adorn all the religious campgrounds in the area. It is believed to be the only example in Delaware of a home known as a "Resurrection Manor," which is an example of early brick architecture in the United States dating from about 1660 to 1720.

The home was placed on the National Register of Historic Places in 1975 and sits on a 60 acre parcel of land that includes farmland, a working mill, woodlands and sites that are believed to have been used by the area's Native American tribes.

St. Luke's Protestant Episcopal Church

This historic church, one of many that dot the landscape in Sussex County today, dates back to 1843. It is a two-story brick church built in Gothic Revival style, with a one-story chancel and three-story tower, featuring stained glass lancet windows.

Former Delaware Gov. William Henry Harrison Ross was buried in the churchyard after his passing in 1887. The church was placed on the National Register of Historic Places in 1977.

Edgar and Rachel Ross House

Constructed between 1894 and 1897 for the son and daughter-in-law of Gov. William Henry Harrison Ross, the Edgar and Rachel Ross House is a historic home located just across the street from the governor's plantation. Built with Colonial Revival-style columns, the home is now a private residence adjacent to the city's industrial park.

At the time the home was built, the Ross family owned a huge amount of land in Seaford, from the Nanticoke River to High Street, bounded by Market Street and Spring Alley. The land acquisitions the family had made over the years resulted in them becoming the largest landowners in the area, as well as one of the largest slave owners.

The turn of the century brick home was added to the National Register of Historic Places in 1997.

Seaford Discovery Zone

The once booming city of Seaford has had its share of challenges in the last couple of decades, primarily due to the closure of the DuPont Nylon Plant, for years the largest employer in Sussex County. Today, the massive plant on the shores of the Nanticoke River is just a shell of its former self, but the fact that Seaford has become a leading municipality in Sussex County is due, in large part, to the DuPont Company.

Seaford was changed forever when the plant opened in the late 1930s, just like it was again changed forever when it closed. The city is adapting and is welcoming new business at its industrial park across town. But the DuPont plant is a glimpse into the Seaford of old, which still holds the claim of being the largest year-round municipality in Sussex County. This is largely because of the square mileage of Seaford, in comparison to beach resorts like Rehoboth Beach, which is only one square mile in size.

Seaford, known as Hooper's Landing until around 1800, is located along three important routes – the Nanticoke River (aquatic), the historic DuPont Highway (Route 13) and the tracks of the Delaware Railroad. Each route was significant to the growth and development of the city.

Seaford is also home to the annual Nanticoke Riverfest Festival, a summertime gathering that brings people together to celebrate the picturesque river and what it means to the city.

Held in early to mid-July each year, the Nanticoke Riverfest is one of the highlights of the western Sussex County festival season. Featuring live entertainment, craft and food vendors, a carnival, a children's area and much more, the event is held in the downtown area not far from the river that bears its name.

The highlight of the three-day event is undoubtedly the float-in, where hundreds of festival goers take to the river on boats, inner-tubes, rafts – really anything that floats – and meander their way down the river en masse dressed in some of the craziest outfits imaginable.

At the core of Seaford is the downtown area, which revolves around historic High Street, so named because merchants and ship owners would, in days of old, leave the dock area and walk up the hill to the “high street” to shop and to socialize.

The downtown area is not what it once was, and suffered a major setback in 2012 when the historic Burton Brothers Hardware Store, opened in 1893, suffered a catastrophic fire and could not be saved. It was the anchor of Seaford's downtown area for more than a century before it was lost, and the store's once proud location today is just an open lot.

The downtown area is also the backdrop for one of the county's best fine dining experiences (Bon Appetit Restaurant), a beautiful local art gallery (Gallery 107) and a building housing a small collection of antique fire trucks. But the unquestioned jewel of Seaford's downtown today is the Seaford Museum, housed in the city's historic post office on the western end of High Street, just before the bridge going over the railroad tracks. It is a must see for any traveler along

the byway.

Seaford also has a darker history, particularly as it pertains to the shenanigans of the infamous slave runner Martha “Patty” Cannon, who for years ran a ragtag gang of hooligans just west of the city. Suffice it to say, she was feared as much as any woman, or man for that matter, could have possibly been feared during her days raising hell in Sussex County.

Her home has long since been destroyed, no longer standing as a visible reminder of the horrific crimes that the area’s most famous villainess committed on residents of and visitors to southern Delaware. The home and tavern of her son-in-law, however, is still adorned with a Maryland historic marker incorrectly identifying it as the home of Cannon, one of the most infamous slave runners the United States has ever known.

The former tavern, now a private residence, is located in Reliance, a few miles west of Seaford on the Maryland state line.

To its credit, the state of Delaware recently erected a historic marker on the First State’s side of the state line correctly stating the history of Patty Cannon and her notorious gang of criminals and miscreants. Hers is a story that is as fascinating as it is evil, and it’s a story that has stood the test of time.

It’s hard to imagine there ever being a woman more wicked, more hated and more feared than Cannon, the ringleader of probably the largest kidnapping gang ever to roam the lands of the First State.

At its peak, Patty’s gang was more than two dozen strong. Kidnapping free blacks from throughout Delaware, Maryland and parts of Pennsylvania and delivering them to traders in the south was what they did, and they did it well.

Operating out of her home on the Delaware-Maryland line, Patty and her partners in crime often kept their captives chained for up to several months at a time while seeking out potential buyers. Their location in Johnson’s Crossroads – renamed to Reliance in 1882 to purge any bad feelings caused by Patty and her

gang’s infamous misdeeds – was a perfect place to conduct an illegal business.

The location made it easy for the county’s most notorious resident to avoid capture – when Delaware authorities came to confront her, she would step across the state line into Maryland and vice-versa. Capturing free blacks by several different methods, including luring them with promises of work and/or free passage to the north, Patty kept many a future slave shackled in her basement, in her attic, in the woods behind her home and in secret passageways inside Johnson’s Tavern.

But it’s also believed that she kept some of her victims shackled to trees on a small island somewhere along the shores of the Nanticoke River, or one of its tributaries. Though its location is not known, nor has it been definitively proven that it even exists, it’s rumored to have been along Broad Creek near present day Phillips Landing, outside of Laurel.

Patty Cannon’s home is not along the byway because it no longer exists, but her story is told in great detail at the Seaford Museum on High Street and is an important one to the history and texture of the Nanticoke Historic Byway. The Cannons were an extremely influential family in the Seaford area at one time, and is a family name that permeates the very fabric of the byway.

The Woodland Ferry, once run by the Cannons and originally named Cannon’s Ferry, the Cannon-Maston House, Cannon Hall and even the nearby town of Cannon are all important historic elements along the Nanticoke Heritage Byway.

The Cannons were an eclectic bunch, some liked and some anything but, but the history and significance of one of western Sussex County’s founding families is not to be ignored in the area.

While Patty Cannon and her ties to slave running in Delaware is well documented, it wasn’t until recently that it was learned of Seaford’s ties to another well-known figure during the days of slavery – the famous slave advocate and humanitarian Harriet Tubman.

A sign marking her journey through Seaford in 1856 has now been placed in the city's Gateway Park but her story has only recently come to light thanks to the hard work and research completed by elements within the Seaford Historic Society.

Through this research, Tubman's connection to a young slave referred to only as "Tilly," and her journey through western Sussex County, was indeed verified and designated as a Harriet Tubman Escape Site by the National Park Service's "Network to Freedom" program.

In October of 1856, Harriet and Tilly spent the night at the long gone hotel where the park is now located, dodging slave traders the next morning before continuing on their way upstate and eventually to freedom.

It was Tubman's only known route through Sussex County, but it provides a stark contrast with the area's infamous Patty Cannon and also illustrates the power slavery once had in southern Delaware, though officially not a member of the Confederacy during the Civil War. But there were many slave owners in Sussex County, and they wielded much power for many decades.

In fact, southern Delaware was so in tune with the plight of the southern states that at least two of the Confederate Army's original battle flags included 15 stars, one each for the states of Maryland and Delaware, who the Confederacy had fully expected would join the cause.

As for the stories of Patty Cannon and Harriet Tubman along the byway today, travelers will need to either visit the Seaford Museum or view the historical markers that have been erected to both ladies and their infamous tales.

Seaford Museum

Located on High Street in the city's restored 1930s post office building and opened by the Seaford Historical Society in 2003, the Seaford Museum features exhibits ranging from early Native American life and the infamous activities of slave runner Patty Cannon, to a once thriving maritime commerce and a timeline and

artifacts highlighting the DuPont Company's long and storied presence in the "Nylon Capital of the World." In essence, the small brick building nestled in Seaford's once thriving downtown area largely tells the story of the Nanticoke Heritage Byway, at least the northern component of it. The Nanticoke Indians, Gov. William Henry Harrison Ross, Patty Cannon, DuPont's influence on the city and much more, the museum is like literally taking a walk through western Sussex County history.

Largely considered one of the nicest small town museums in the mid-Atlantic, the Seaford Museum includes a changing exhibit gallery, a presentation room, a general information area and a museum store, as well as several exhibits unique to Sussex County's largest year-round municipality.

It is a must-see when touring the Nanticoke Heritage Byway.

DuPont Plant

First time travelers along the Nanticoke Heritage Byway are almost certain to notice a theme when driving along the prepared route in the Seaford area. It's nearly impossible to miss the city's claim to fame on a national stage – and that would be polyhexamethylenedipamide, known to the world as "the miracle fiber," or nylon.

With signs welcoming passers-by to the "Nylon Capital of the World" and with a main road aptly named Nylon Boulevard, which incidentally runs very close to the Nylon Capital Shopping Center, Seaford's ties to one of the world's most famous fibers is front and center for all to see.

Nylon was not invented in Seaford, rather at the company's research facility in Wilmington, but it was on the DuPont Company's 609 acre site along the Nanticoke River where nylon was first mass produced, following its introduction at the 1939 World's Fair in New York City.

The reason the hierarchy at DuPont chose the city of Seaford for their sprawling plant was simple – the site met the three criteria that 1) it must have a good water supply, 2) it must have good transportation potential

and 3) it must have a good and readily available workforce.

The Nanticoke River fulfilled the first two of those criteria, with the third generated by the excitement that DuPont's decision generated in an area that, throughout history, had been dominated by agriculture.

Nylon was originally created as an alternative to silk, which had become hard to come by due to deteriorating relations with the Empire of Japan, in the days leading up to World War II. The first strands of the new fiber were spun on a bobbin at the Seaford Nylon Plant on Dec. 12, 1939, a bobbin that is now permanently on display at the Smithsonian Institution in Washington, D.C.

The impact on the plant to the Seaford area was impressive – in its first year, the plant produced enough nylon to make 64 million pairs of nylon stockings. At its peak in the 1960s, more than 4,600 workers were employed at the plant, making it the largest employer in Sussex County.

Those days are, of course, long gone. The sign outside the plant no longer bears the DuPont name, but to long-time residents of Seaford, the sprawling facility will always be the DuPont Plant.

Today, it is easily the largest structure along the Nanticoke Heritage Byway. For hundreds of acres along the Nanticoke River, the plant dominates the skyline, with its towering smoke stack and its decades-old industrial façade.

It is a visual reminder of an economic boon time in western Sussex County, a glimpse into the “good old days” of the Nylon Capital of the World.

First National Bank of Seaford

A historic structure located on Pine Street in downtown Seaford, the First National Bank of Seaford was built in 1868 and is the oldest standing bank building in town. Today, it has been converted into an apartment complex but its Italianate style with hipped roof and dormers makes the generations-old structure an important addition to the Nanticoke Heritage Byway.

It was added to the National Register of Historic Places in 1987.

Woodland/Bethel Discovery Zone

The areas of Woodland and Bethel are connected along the byway by the historic Woodland Ferry, which has been transporting people and vehicles across the historic waterway between the two municipalities for many decades and provides an important link to the area's unique history.

The history of Bethel dates back to 1728 when the colony of Maryland granted approximately 500 acres of land on the east side of the Nanticoke River to John Caldwell. After the land was sold in 1795 to Kendal Lewis, the town became known as Lewisville, though that was later changed to avoid confusion with the town of Lewes, then the county seat and the center of commerce in Sussex County.

While today Bethel is a mostly quiet village, known for its serene setting and its small town America feel, it was once a thriving area that was dominated by the shipbuilding industry.

Tales are still told around the town, especially in the historic Bethel Store, of the proud and prestigious “sailing rams” that were once built in the town along Broad Creek, and shipped to areas near and far.

But that industry has long since disappeared and Bethel is today a small hamlet complete with its small town churches, stores and museums, all situated along the banks of one of Sussex County's most historically significant and scenic waterways.

The Woodland/Bethel segment of the Nanticoke Historic Byway is a naturally beautiful and picturesque stop along the route, one that is to be cherished and enjoyed at a slow and steady pace.

Some of the stops along this segment include:

Woodland Ferry

When motorists travel today across the modern “Tina Fallon,” the latest in a series of vessels that have transported vehicles across the Nanticoke River for generations, they likely don't give a thought to the colorful past of the historic Woodland Ferry.

Most merely want to get from one side of the waterway to the other, which is exactly the reason the ferry was put into service in the years that long predated even the formation of the United States.

The ferry that today transports motorists from Woodland to just outside Bethel has a colorful and sordid past. Yet it's that history that makes the ferry such a wonderful tale for anyone who cares to listen.

The Woodland Ferry's recorded history dates back to as early as 1734, but evidence suggests that a ferry crossing may have existed at the site long before then. It was originally constructed to be in accordance with a state law passed in 1658 that required all counties in the colony of Maryland – yes, Woodland was not part of Delaware at the time – to maintain ferry services over rivers, creeks and even swamps.

The exact date of any such crossing has not been determined, but it's clear that the infrastructure for the Woodland Ferry which operates today was created somewhere between 1734 and 1748 by members of the Cannon Family.

The State of Delaware assumed ownership of the Woodland Ferry in 1935 and it is today operated by the Delaware Department of Transportation. It is one of the oldest, if not the oldest, ferries in continuous operation in the United States and was placed on the National Register of Historic Places in 1973.

Cannon Hall

This historic property on the banks of the Nanticoke River in Woodland is being restored and remains on the National Register of Historic Places.

It has a unique and colorful history, revolving around the generations-old ferry that also used to bear the name of the Cannon family.

Cannon Hall was built by Jacob Cannon in the early years of the 19th century. The local businessman, his brother Isaac and most of the Cannon family were not at all liked by residents of Sussex County and the surrounding areas, having accumulated a considerable fortune by loaning money to locals and acquiring land through questionable foreclosure practices.

In addition to their financial endeavors, Jacob and Isaac Cannon also earned part of their fortune from the merchant and shipping business they had established in present day Woodland. By 1816, the brothers owned more than 5,000 acres of land on Delmarva, as well as land in Baltimore and ships that conducted trade between Delaware and “Charm City.”

As for the home that today still rests just a feet away from the picturesque Nanticoke River, albeit a little the worse for wear, legend has it that Cannon built the two-story frame home in 1810 in one of the few waterside hamlets in Delaware that remains as peaceful, quiet and serene as it was hundreds of years ago.

As is the case for thousands of men throughout centuries of history, he built the residence for a woman who he had fallen in love with and planned to marry. But, in a cruel twist of fate, Cannon's fiancée jilted him just before the wedding, leaving him with a new home but with no one to share it with. As the story goes, Jacob's heart was shattered to the point where he could never move into the new home he had worked so hard to build.

Tales persist that Jacob, in fact, visited the residence on multiple occasions over the years, but never once did he lay down his head and spend the night at the home that was meant for him and his beloved.

So the home Jacob Cannon had worked so hard to build was essentially left vacant for several years, welcoming guests only on a few occasions and for never more than very short periods of time. It still stands today, a visible reminder of the Cannon family and their colorful local history.

Historic Bethel

No longer does shipbuilding rule the tiny town of Bethel, nor is there much business or industry to speak of in the small municipality – but the historical significance of the town once known as Lewisville cannot be ignored.

In its day, the town on the shores of Broad Creek played quite the influential role in the First State, cranking out sailing rams by the dozens and contributing significantly to the financial coffers of the area. These

majestic ships were often 100 feet long or more and took about three months to complete – they also put tiny Bethel on the map in southern Delaware.

The sailing rams had three masts, a flat bottom with a centerboard and straight sides. They were also able to dock at many more ports with shallow water, which was a great advantage over the large deep-keeled schooners of the day.

Along with neighboring Laurel, Bethel was once known for its affluent residents and for the industry that put it on the map during a time when agriculture and farming ruled the day in western Sussex County. Encompassing less than two miles of land in the southernmost reaches of Delaware, Bethel was founded in the late 1700s and even today features white clapboard homes lining streets that were once made of crushed oyster shells.

In fact, the entire waterside community is listed in its entirety on the National Register of Historic Places, the only Sussex County town to hold such a distinction. Residents are well aware of this fact, and they protect and embrace their history with passion and with fervor.

Many homes in Bethel feature Victorian and Italian architecture. There are only about 200 residents who call the municipality home today, but the town situated on the north bank of Broad Creek, tributary of the Nanticoke River, is the very personification of what small town America used to be.

Bethel didn't incorporate until 1880, though the reason why it took so long to make things official is not clear. Perhaps the residents were just too busy putting out ships to attend to such civic matters – it was the shipbuilders, after all, who built the clapboard houses for the sea captains.

Originally called Lewisville, Kendall Lewis began the process of forming the town in 1840 when he laid out 12 building lots. With incorporation came a post office and a name change to Bethel, presumably to avoid confusion with the town of Lewes, according to James E. Marvil in his book, "Sailing Rams."

The incorporation of the Lewisville Marine Railway Company in 1871 elevated the community's reputation as a center for ship repair and construction. By then, the town had become famous for the development of a uniquely designed schooner that could pass through the locks of the Chesapeake & Delaware Canal and enter the Chesapeake Bay.

The ram had no topmasts or jib booms, and could be sailed with one or two fewer crewmembers than other boats. Most historians believe that the Bethel shipyard crews could turn out a ram every 90 days, and records show that 40 sailing rams were built at the Bethel shipyard, along with barges, tugboats, skiffs and other vessels.

The "Edwin and Maud," the last remaining Bethel-built sailing ram, is still sailing off the coast of Maine, though it has been renamed "Victory Chimes." The ship is proudly displayed on the back of Maine's state quarter.

Bethel's shipping industry died with the 20th century, with the last two ships built in the once thriving town constructed during World War I. A big reason for the transition away from sailing vessels was the fast growing railroad industry, which was extended into Sussex County in the mid-1800s and progressively gained a foothold in the area as the preferred method of transportation.

Nowadays, the tiny sleeping hamlet is little more than a quiet picturesque village. Two-lane back roads serve as the entrances to town, located about two miles west of Route 13.

With its old buildings, its historic waterways, its larger than life characters and its unique preservation efforts, the whole of Sussex County provides a literal glimpse into the past, and Bethel is certainly no exception.

Bethel Store

Built in 1900, the Bethel General Store is a throwback to the commerce of yesteryear, with an architecture and ambiance that recalls days gone by and town characters that tell larger than life tales of a long gone era. It is a true treasure in a town that is very much in touch with its unique history.

Constructed as a resource for the thriving shipbuilding industry of its day, residents and visitors alike can still stop in for lunch or to sit and watch the now modern world go by. But it also harkens back to its unique history – the store’s pillars are actually salvaged masts from old sailing ships that were designed and constructed in the town.

The store is located in Bethel’s downtown historic district.

Bethel Heritage Museum

Housed in an old schoolhouse, the Bethel Heritage Museum preserves much of the history of Bethel in a repository of the shipbuilding activity that gave the town its life. It houses a collection of ship models, paintings, furniture, china and records of shipbuilding enterprises.

During a day trip, visitors to the museum can learn all about the techniques used in the 1800s to build three and four masted schooners and the regionally infamous Bethel Rams.

Laurel Discovery Zone

What is today a small Delaware municipality like many others surrounding it, the town of Laurel was once a thriving area of commerce that boasted some of the wealthiest residents in the First State, including several governors.

There are over 800 structures which together contribute to the area that made up the Laurel Historic District nomination. It should not be interpreted to mean that each of the 800+ structures was independently nominated to the National Historic Register. It simply is the largest historic district in Delaware based on the total number of structures included.

Laurel was incorporated as a town on April 13, 1883, but its roots go back much, much further to a time when Native Americans first settled in what they termed a “wading place” near present-day Broad Creek.

Plotted in 1802 after the sale of an Indian reservation, the town was named by settlers for the beautiful native laurel trees growing along the creek. But throughout its history, there have always been two important

ingredients essential for Laurel’s survival – the river and the railroad.

Broad Creek once teemed with ships whose captains exchanged products between Laurel and other, more distant, ports. For many years, the waterways here were the lifeblood of the town.

Then along came the long-awaited expansion of the Delaware Railroad, which opened up much more distant markets to the area’s farmers when tracks were put down in 1859.

The combination of the river and the arrival of the railroad made Laurel a desirable place to live and conduct business, and the town soon became known as one of the wealthiest in Delaware.

In downtown Laurel, nearly every home can be traced back at least 100 years. There are Victorian homes, Colonial homes and Federal-period homes, all well-maintained as part of the Laurel Historic District.

There’s nowhere else in Delaware where you can view as many examples of turn-of-the-century architecture as in Laurel. It’s no longer one of the wealthiest municipalities in the state, far from it, but Laurel provides residents and visitors alike with a unique view into the way townspeople lived more than 150 years ago in western Sussex County.

Rosemont

Possibly the oldest house in Laurel, Rosemont was built by James Mitchell, father of former Gov. Nathaniel Mitchell (1753 - 1814). A Georgian structure, it was later adapted to the Greek Revival style, evidenced by the addition of a two-story porch. For many years, Rosemont was the seat of a plantation holding that stretched from Broad Creek to what is now Bethel.

Spring Garden

This house is an excellent example of both Victorian and Federal style construction and was built over two centuries. The original brick section boasts a center door three bay façade with dormer windows. The western addition is an example of Victorian woodworking skills found in Laurel at the time. This is the only remaining early brick building in Broad Creek Hundred.

Hearn-Cook House

Built around 1860, this Delaware Vernacular style structure has been occupied by only two families during its 150-year history. The last remaining family members donated the building to the Laurel Historical Society for use as a center point for its member's activities. Today, the site houses the extensive collection of artifacts, documents and photographs amassed by the society in its 35-year history.

Old Christ Church

Old Christ Church near Laurel remains almost entirely as it was when it was built more than 235 years ago to this day, there is no plumbing, no electricity and no heating in the historic structure. Stepping through the doors of the 18th century chapel is like stepping back into time, or as Colonial Williamsburg architectural historian Carl Lounsberry once said, "like walking into 18th century England." Made almost entirely from heart pine, the chapel continues to stand majestically as it has for generations in western Sussex County.

Originally built as a chapel of ease for Stepney Parish in Maryland, Old Christ Church was constructed in 1772 and is believed to be one of only a dozen or so churches along the eastern seaboard to survive unaltered from pre-Revolutionary War days.

After being closed for services for many years, Old Christ Church now plays host to church services on the first Sunday of every month from June through September.

It was placed on the National Register of Historic Places in 1972.

Laurel Heritage Museum

Located in the town's historic train station, the Laurel Heritage Museum is a collaborative effort between the Laurel Historical Society and the Delaware Division of Historic and Cultural Affairs. It features an extensive collection of documents and objects from the history of the town, including a sample of the Society's large photo collection and other memorabilia collected by the Laurel Historical Society throughout the years.

Trap Pond State Park

Trap Pond State Park was created by the United States Department of Agriculture in 1939, when engineers

began eyeing the area for recreational use and built a dam across the creek that ran through the land. But the history of what is now a beautifully maintained Delaware State Park actually dates back much farther than that, to the 18th century when the actual pond was created to power a sawmill during the harvest of bald cypress trees, particularly in the areas in and around the Great Cypress Swamp.

One of the oldest state parks in Delaware, Trap Pond offers plenty of recreational opportunities for travelers along the Nanticoke Heritage Byway, including disc golf, nature trails, pontoon boat tours and wildlife viewing, all in a setting as serene and beautiful as any you will find in western Sussex County. Trap Pond State Park is home to the northernmost collection of bald cypress trees in North America, including one tree that is estimated by forestry officials to be about 750 years old.

The scenic park, with its abundance of ponds and creeks, was created shortly after the American Revolution to power a sawmill. Purchased by the American government in the 1930s, Trap Pond officially became one of Delaware's first state parks in 1951.

Wooden walkways throughout the park provide the perfect atmosphere for exploring or bird watching or simply taking a walk with the family or with that special someone. There are also bike and horse trails, in addition to wetlands and forests to explore at this hidden treasure in Delaware's southernmost and most scenic county.

The park is home to great blue herons, owls, hummingbirds, pileated woodpeckers and even the occasional bald eagle. Spending a day here, surrounded by nature, is like immersing yourself in a picture postcard, one that just gets more enjoyable and remarkable the longer you stay.

Trap Pond State Park is also home to the Baldcypress Nature Center, which features a variety of displays and programs. There are also picnic areas, volleyball courts, horseshoe pits, a playground, a camping area, a boat launching ramp and so much more.

St. Philip's Protestant Episcopal Church

St. Philip's Protestant Episcopal Church was established in 1848 on what is today Central Avenue in downtown Laurel, largely due to the emergence of the railroad industry in southern Delaware.

Until its construction, most parishioners attended Old Christ Church outside of town, but the proximity of the railroad line made it easier to attend Sunday services in the town of Laurel, and St. Philip's blossomed.

Today, it is one of many old churches in the downtown historic area of Laurel and easily one of the most historically significant.

Concord Discovery Zone

Known originally as Deep Creek and later as Partnership, the town of Concord existed and thrived because of the now long-gone bog iron industry. Dating back to the 1700s, the name of the town is thought to have originated because the word "concord" was a term used frequently around the turn of the 18th century to express a state of harmony between English settlers and the Native Americans of the area.

As early as 1763, deeds show a gristmill and a furnace at Partnership, long before the name Concord took hold in the area. Some records indicate that the town's roots could go back as far as the mid 1600s.

Like much of Sussex County, Concord once held a great deal of political clout in the state. One of Concord's most revered residents, one Thomas Laws, was a signer of the United States Constitution on Dec. 7, 1787, a moment that is remembered in the state every year on "Delaware Day," or the day when the small colony of Delaware officially became the First State.

But while the town has a storied history, including many dealings with the local Native Americans and several well-known and influential political figures, the history of the town today, as it pertains to the Nanticoke Heritage Byway, is all about the once-thriving industry that drove the local economy and the local workforce.

in Concord – the Pine Grove Furnace, whose site is included on the byway, and the Deep Creek Furnace were the industry of the day in the town, just to the east of Seaford.

With its roots dating back to 1764, the Deep Creek Furnace, according to Kirk Cannon in his book "Concord Story," was perhaps the largest business ever formed in the Concord area. At one time, the company that owned the furnace boasted nearly 7,000 acres of local land, and it prospered until the beginning of the Revolutionary War, when the men who worked at the furnace left to join the Continental Army.

After the war, the town became home to grist and saw mills, which existed throughout much of Sussex County at the time, as well as a distillery, a tan yard and at least one shipyard. The competing Pine Grove Furnace has a storied history of its own, which is told later in this document and is included as an interpretive site along the Nanticoke Heritage Byway. While it has a long, storied and impressive history, there is sadly little that remains in Concord today of the once thriving industry that made its mark on Sussex County and in the whole of Delaware. The manmade dam and lake are visible reminders of these glory days, as are the foundation of the mill and store that once existed in Concord. But for the most part, the town today is a quiet little hamlet where residents tell stories of days gone by and remember the giant bog iron furnaces and the influential local residents who once played such an important role in the early days of the First State.

Still, its historical significance to Sussex County is not to be ignored during a trip along the Nanticoke Heritage Byway. Some important stops in this segment of the byway loop include:

Pine Grove Furnace Site

Dating back to 1750, the storied Pine Grove Furnace had contracts for iron ore from other parts of Delaware, as well as from Maryland, and had an incredibly successful business going until the British Navy blockaded the Chesapeake during the Revolutionary War.

Like its competing furnace across town, many

employees of Pine Grove Furnace left their jobs to join the fight against the British Empire during the war, and the furnace industry's days were numbered. But before its demise, the furnace was a 24-hour a day operation and employed hundreds of Sussex Countians. Young men would come to the furnace, serve their apprenticeship and then enter into ventures of their own.

The natural resources of the Delmarva Peninsula made it possible to produce iron in large quantities, and the industry thrived for a time. Charcoal, oyster shells and lime deposits were all readily available and could be poured into the furnace, where waterwheels furnished power for the bellows. Melted iron ran out of the bottom onto a sand floor every hour of every day.

The furnace operated until 1799, and its legacy remains today as a reminder of this once thriving southern Delaware industry.

The site of the old iron furnace was listed on the National Register of Historic Places in 1978.

Concord Pond Dam

The dam that today identifies Concord was constructed in 1752 as a way to harness the water and use its power. Its original use was for the area's mills, but the town's furnace companies eventually utilized it as a way to power their equipment.

With nearly 40 miles filled with interesting sites, recreational opportunities and countless history lessons, the Nanticoke Heritage Byway is a true gem on the Delmarva Peninsula for travelers and history lovers from throughout the mid-Atlantic.

It is one of only two state-sanctioned byways in Sussex County and is not to be missed during any trip to Southern Delaware.

2

Vision, Mission, Goals, and Strategies



A strong and sustainable vision and mission supported by a foundation of specific goals and strategies will guide future planning and implementation efforts for the Nanticoke Heritage Byway (NHB or the Byway). The following Corridor Vision, Mission, Goals and Strategies are an outcome of public input during the development of the NHB Corridor Management Plan (CMP). The strategies emerged in response to the goals that establish the strong foundation of this Corridor Management Plan. It is important to note that the Goals and Strategies are broad and general in nature. More detailed actions that will achieve the goals outlined below and put the strategies into action can be found in the Action Plan section of this CMP.

2.1 Corridor Vision

A Corridor Vision provides inspiration and direction and should answer the question “How will 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. We encouraged the public to think 10+ years into the future, and think about what travelers along the NHB would say about the corridor and its resources. The Corridor Vision of the NHB 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.”

Corridor Vision

The Nanticoke Heritage Byway is among Delaware’s finest recreational and historical experiences and provides education about the region’s rich resources, agricultural industry and heritage.

2.2 Mission Statement

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

Corridor Mission Statement

The Nanticoke Heritage Byway will facilitate planning, research, partnerships, promotion and funding in order to sustainably enhance, protect and preserve the natural beauty, quality of life and unique history of the region for future generations.

2.3 Goals and Strategies

Goals and Strategies are integral to the long-term implementation and sustainability of the NHB. The Steering Committee and other vested stakeholders are responsible to see that these Goals and Strategies are placed into action and achieved. The Vision, Goals and Strategies were gathered during extensive community outreach conducted in 2013 and 2014 along the NHB corridor. Involvement and input was sought from as many individuals as possible through the process of Steering Committee meetings and public workshops.

The intent of these goals and strategies is to achieve and implement the Corridor Vision. This chapter should be a living document to be revised and refined over time as goals are achieved and new goals are envisioned.

Goal Category #1 – Byway Organization, Funding and Partnerships

Goal 1.0

Develop a sustainable and effective Byway Management Organizational (BMO) structure, including funding and partnership development.

Strategies

- 1.1 Coordinate with other similar minded agencies and groups in the region such as the Delaware Byways Program; Delaware Department of Natural Resources and Environmental Control (DNREC); tourism offices and bureaus; local land use planning offices and agencies and other essential groups to ensure collaboration and effective cross-promotion.
- 1.2 Hold regularly scheduled Byway Management Organization (BMO) meetings and include a variety of vested interests and partners.
- 1.3 Seek grants and other funding sources to fund corridor improvements, such as private and corporate donors, local government sponsors, or statewide programs.
- 1.4 Collaborate with adjoining state byway programs.
- 1.5 Secure dedicated and sustainable Byway funding.
- 1.6 Form a Funding Task Force whose mission will include sustainable funding for Byway efforts and operation.
- 1.7 Form a Partnership Task Force whose mission will

be to form and sustain effective partnerships.

- 1.8 Work with Southern Delaware Tourism to build a strong partnership.

Goal Category #2 – Research, Education and Interpretation

Goal 2.0

Continue to research the Nanticoke Heritage Byway 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 NHB 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 Nanticoke Heritage 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 specific methods that foster interpretation of the corridor's resources.
- 2.5 Develop and install interpretive signage (kiosks, Welcome Centers, interpretive panels, etc.) throughout the corridor that conveys the NHB history and corridor stories.
- 2.6 Create "Real Experience" tours and opportunities that allow travelers a hands-on perspective of the corridor story. These can revolve around the Discovery Zone concept (discussed further within this CMP).
- 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 Management Organization (BMO).
- 2.9 Develop and enhance the Discovery Zones along the Byway.

Goal Category #3 – Byway Promotion and Marketing

Goal 3.0

Promote the Nanticoke Heritage Byway through

a variety of effective mediums as a destination for travelers of all ages, interests, and target markets.

Strategies

- 3.1 Promote the story of Nanticoke Heritage 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 Enhance the promotion of significant resources/sites along the Byway
- 3.5 Develop a strong Nanticoke Heritage Byway presence on the internet through existing or new websites, both nationally and internationally.
- 3.6 Utilize modern technology and social media outlets (Facebook, Twitter, YouTube, etc.) to promote and market the Byway.
- 3.7 Work with the local business community to create more tourist amenities (lodging, restrooms, dining, shopping) consistently along the Byway.
- 3.8 Design and produce collateral materials (brochures, maps, guidebooks, and travel itineraries) that promote the Nanticoke Heritage Byway and place them in strategic markets/tourism locations for both national and international promotion. Produce multi-lingual materials as appropriate.
- 3.9 Expand partnerships with Chambers of Commerce, tourism agencies/entities, and other tourism outlets.
- 3.10 Seek out grant funding opportunities that provide funding for promotion and marketing.
- 3.11 Coordinate the Byway calendar for visitors and other travelers so that events are occurring at consistent times and days

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 Nanticoke Heritage Byway corridor.

Strategies

- 4.1 Create a sustainability maintenance plan for the

corridor’s intrinsic resources. Work with resource management agencies and property owners along the corridor to ensure public access to sites and to preserve and enhance the corridor viewshed.

- 4.2 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
- 4.3 Work with the National Park Service (NPS), Historical Societies, and the National Trust for Historic Preservation to encourage the preservation of structures and sites.
- 4.4 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.
- 4.5 Utilize existing Zoning Overlay Districts to enhance and preserve the corridor’s many significant sites and communities.
- 4.6 Work with local utility companies and governments to minimize overhead and visual utility lines.
- 4.7 Develop corridor Design Guidelines and Criteria for buildings, signage, and streetscaping that local governments and private development/property owners could apply to their site plans and/or site plan reviews.
- 4.8 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.
- 4.9 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.
- 4.10 Assist Byway communities with the preservation of their quality-of-life characteristics.
- 4.11 Use Delaware’s Context Sensitive Solutions Manual for Byways to make changes to areas and implement new aesthetics along the NHB.

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 NHB corridor. Expand educational opportunities for travelers through the use of directional signage and wayfinding techniques.

Strategies

- 5.1 Seek to create an easily identifiable NHB corridor signage/wayfinding design system (location, size, style, color schemes) in conjunction with DelDOT 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 NHB 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.
- 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 Nanticoke Heritage 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 Coordinate with the Woodland Ferry and the applicable operators to ensure continued operation and upkeep of the ferry.

- 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.
- 6.5 Enhance the landscaping and safety at existing tourist amenities along the corridor to increase use and aesthetic appeal.
- 6.6 Develop new tourist sites/amenities such as bike routes, boat launch facilities, walking trails and rest areas along the Byway corridor that fit the character of the corridor.
- 6.7 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.
- 6.8 Review locations along the Byway that have issues or conflict points regarding safety and accessibility.
- 6.9 Enhance accessibility to water activities such as canoeing, kayaking, boating and fishing.

3

Intrinsic Resources



The following chapter outlines the intrinsic resources found along the Nanticoke Heritage Byway Corridor. The six (6) intrinsic qualities as defined by the National Scenic Byways Program are Cultural, Historic, Archeological, Recreational, Natural, and Scenic. The following pages show the intrinsic qualities and corresponding resources found along the Nanticoke Heritage Byway.

NATIONAL SCENIC BYWAY CMP POINT #2

An assessment of the intrinsic resources and their context (the areas surrounding the intrinsic resources).

Cultural Quality is evidence and expressions of the customs or traditions of a distinct group of people. Cultural features including, but not limited to, crafts, music, dance, rituals, festivals, speech, food, special events, vernacular architecture, etc., are currently practiced. The cultural qualities of the corridor could highlight one or more significant communities and/or ethnic traditions.

Historic Quality encompasses legacies of the past that are distinctly associated with physical elements of the landscape, whether natural or manmade, that are of such historic significance that they educate the viewer and stir an appreciation for the past. The historic elements reflect the actions of people and may include: buildings, settlement patterns, and other examples of human activity. Historic features can be inventoried, mapped, and interpreted. They possess integrity of location, design, setting, material, workmanship, feeling, and association.

Archeological Quality involves those characteristics of the Scenic Byways corridor that are physical evidence of historic or prehistoric human life or activity that are visible and capable of being inventoried and interpreted. The Scenic Byway corridor's archeological interests, as identified through ruins, artifacts, structural remains, and other physical evidence has scientific significance that educate the viewer and stir an appreciation for the past.

Recreational Quality involves outdoor recreational activities directly associated with and dependent upon the natural and cultural elements of the corridor's landscape. The recreational activities provide opportunities for active and passive recreational experiences. They include, but are not limited to: bicycling, rafting, boating, fishing, and hiking. Driving the road itself may qualify as a pleasurable recreational experience. The recreational activities may be seasonal, but the quality and importance of the recreational activities as seasonal operations must be well recognized.

Natural Quality applies to those features in the visual environment that are in a relatively undisturbed state. These features predate the arrival of human populations and may include geological formations, fossils, landform, water bodies, vegetation, and wildlife. There may be evidence of human activity, but the natural features reveal minimal disturbances.

Scenic Quality is the heightened visual experience derived from the view of natural and manmade elements of the visual environment of the Scenic Byway corridor. The characteristics of the landscape are strikingly distinct and offer a pleasing and most memorable visual experience. All elements of the landscape-landform, water, vegetation, and manmade development- contribute to the quality of the corridor's visual environment. Everything present is in harmony and shares in the intrinsic qualities.

(Source: *National Scenic Byways National Nomination Guide*, 2008)

Figure 3-1: Nanticoke Heritage Byway Intrinsic Resources

ID#	Resource Name	Site Address	Resource Category					
			Scenic	Natural	Historic	Cultural	Archaeologic	Recreation
Segment 1								
1	Trap Pond State Park	33587 Baldcypress, Laurel						X
2	Ross Point School	Road 448 near junction with Road 62, near Laurel			X			
3	Old Christ Church	Chipman's Pond Road - Southeast of Laurel at junction of Roads 465 and 465A			X			
4	Chipman's Mill	East of Laurel on Road 465			X			
5	Spring Garden	10905 Delaware Avenue, Laurel			X			
6	Laurel Heritage Museum (Former Train Station)	201 Mechanic Street, Laurel				X		
7	Historic Laurel	Laurel, DE			X			
8	St. Phillip's Protestant Episcopal Church	Central Avenue & 6th Street, Laurel			X			
9	Christ United Methodist Church	510 S. Central Avenue, Laurel			X			
10	DuPont Factory Worker's Homes (Built in 1885)	10th Street at Dewey Street, Laurel			X			
Segment 2								
11	Phillips Landing State Park and Captain John Smith Mem	3 miles SW of Seaford, near confluence of Nanticoke River and Broad Creek						X
12	Bethel Historic District	Bethel, DE			X			
13	Sailor's Bethel Methodist Church and Graveyard	Main Street and Main Avenue, Bethel			X			
14	Bethel Store	Main Street and Vine Street, Bethel			X			
15	Bethel Memorial Park	Main Street south of 1st Street, Bethel						X
16	Bethel Heritage Museum	North Main Street, Bethel			X			
17	Woodland Park	Woodland Ferry Road			X			
18	Woodland Ferry	Woodland Ferry Road at Nanticoke River			X			
19	Cannon Hall	Woodland Ferry Road and Woodland Church Road			X			
20	Woodland Methodist Church and Cemetery	Woodland Ferry Road and Woodland Church Road			X			
Segment 3								
21	DuPont Factory (Formerly)	400 Woodland Road, Seaford			X			
22	Seaford Train Station Complex	New Street on Nanticoke River, Seaford			X			
23	Seaford Museum	203 High Street, Seaford				X		
24	Historic Seaford	Seaford, DE			X			
25	First National Bank of Seaford	118 Pine St, Seaford			X			
Segment 4								
26	Edgar and Rachel Ross House	413 High Street, Seaford			X			
27	St. Luke's Protestant Episcopal Church	Front Street at King Street, Seaford			X			
28	Ross Mansion and Plantation	23669 Ross Station Road, Seaford			X			
29	Cannon-Maston House	On Atlanta Road north of Seaford			X			
30	Hearn and Rawlins Mill	North of Seaford on U.S. 13A			X			
Segment 5								
31	Harriett Tubman Marker (Seaford-Gateway Park)	Front Street and Market Street, Seaford				X		
32	Pine Grove Furnace Site	Concord Pond Road and Church Rd, east of Seaford			X			
33	Concord Pond Dam	Concord Pond Road north of Church Road						X

Figure 3-2: Intrinsic Resources (Project Study Area)

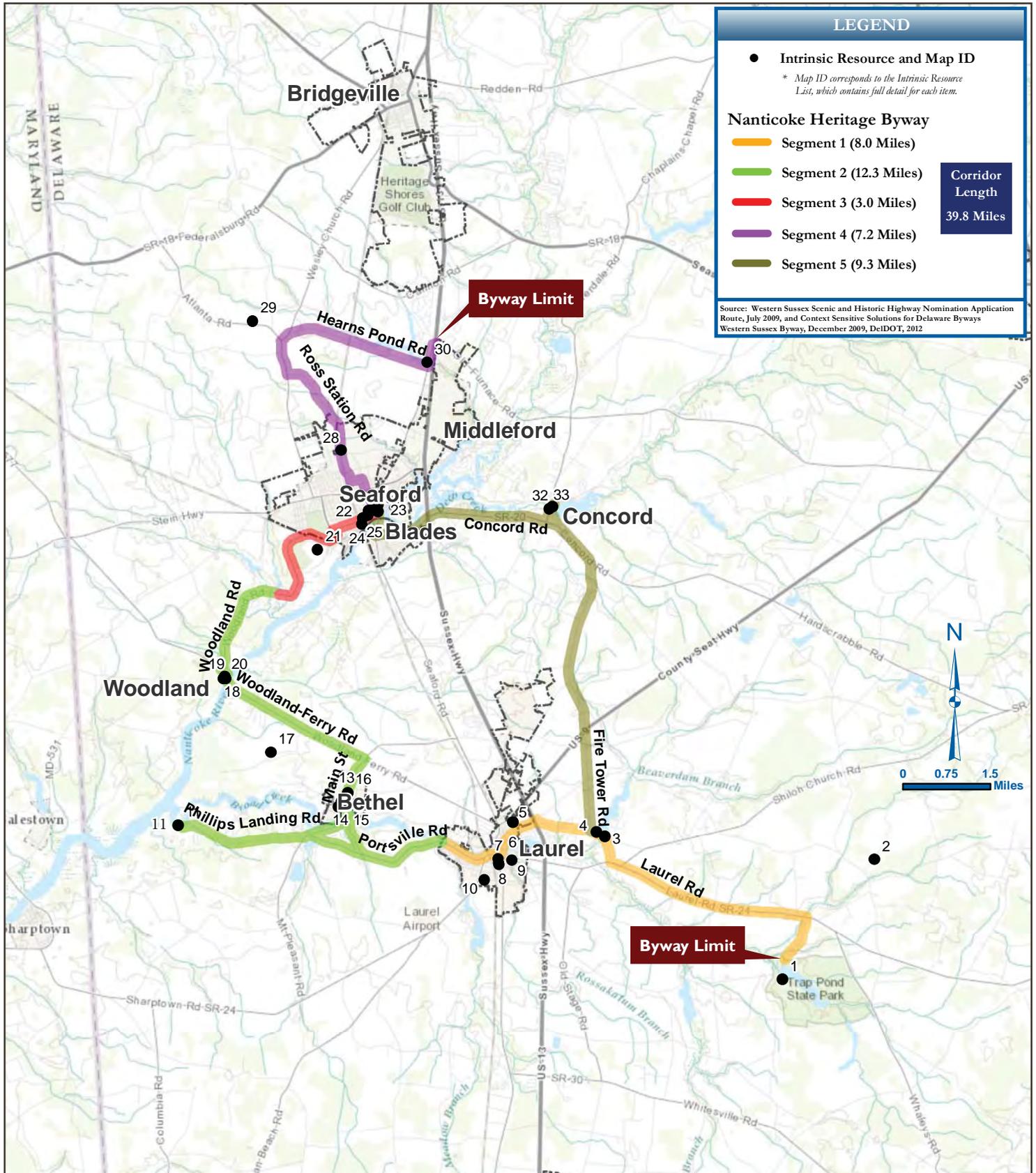


Figure 3-3: Intrinsic Resources – Segment 1

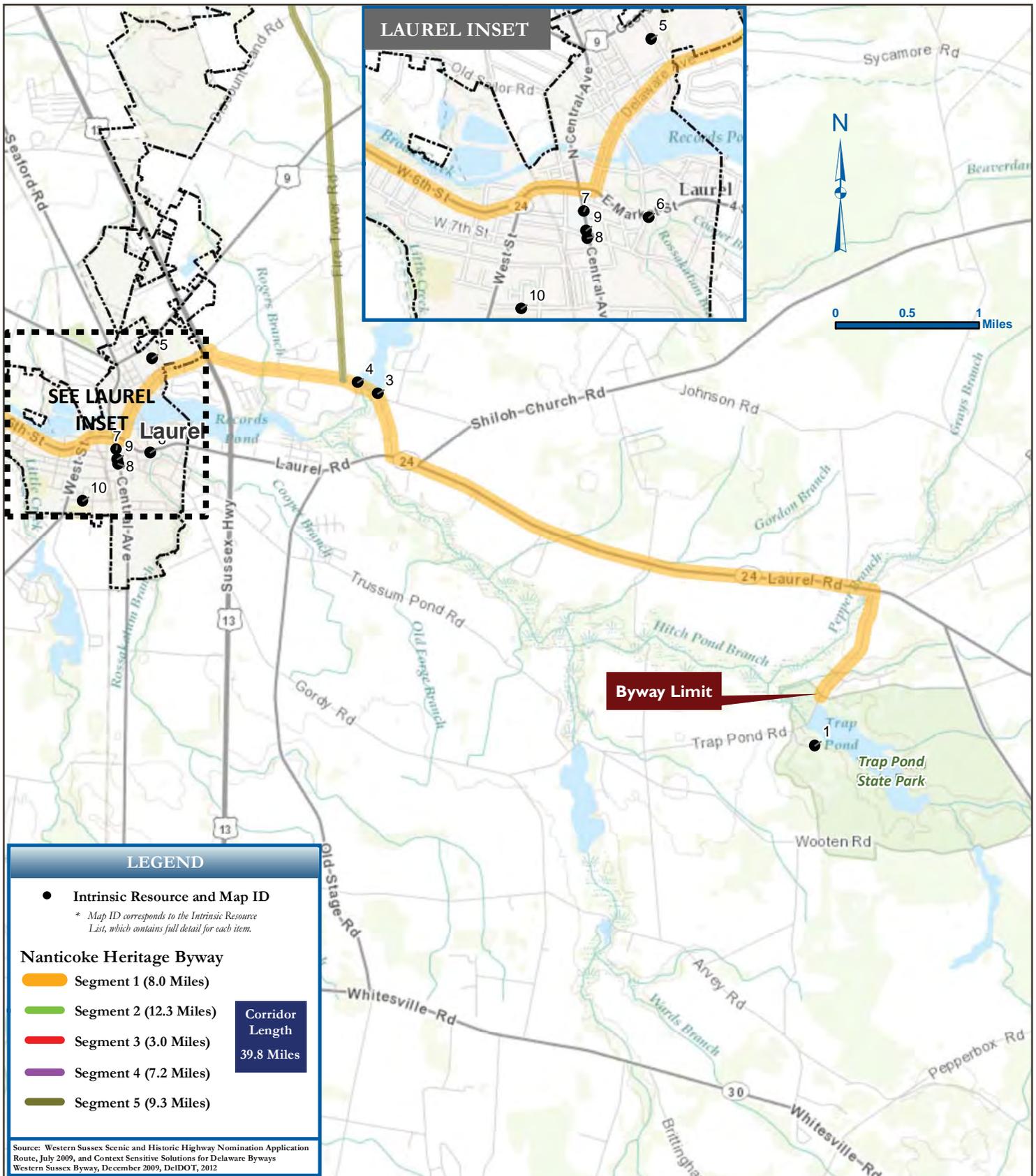


Figure 3-4: Intrinsic Resources – Segment 2

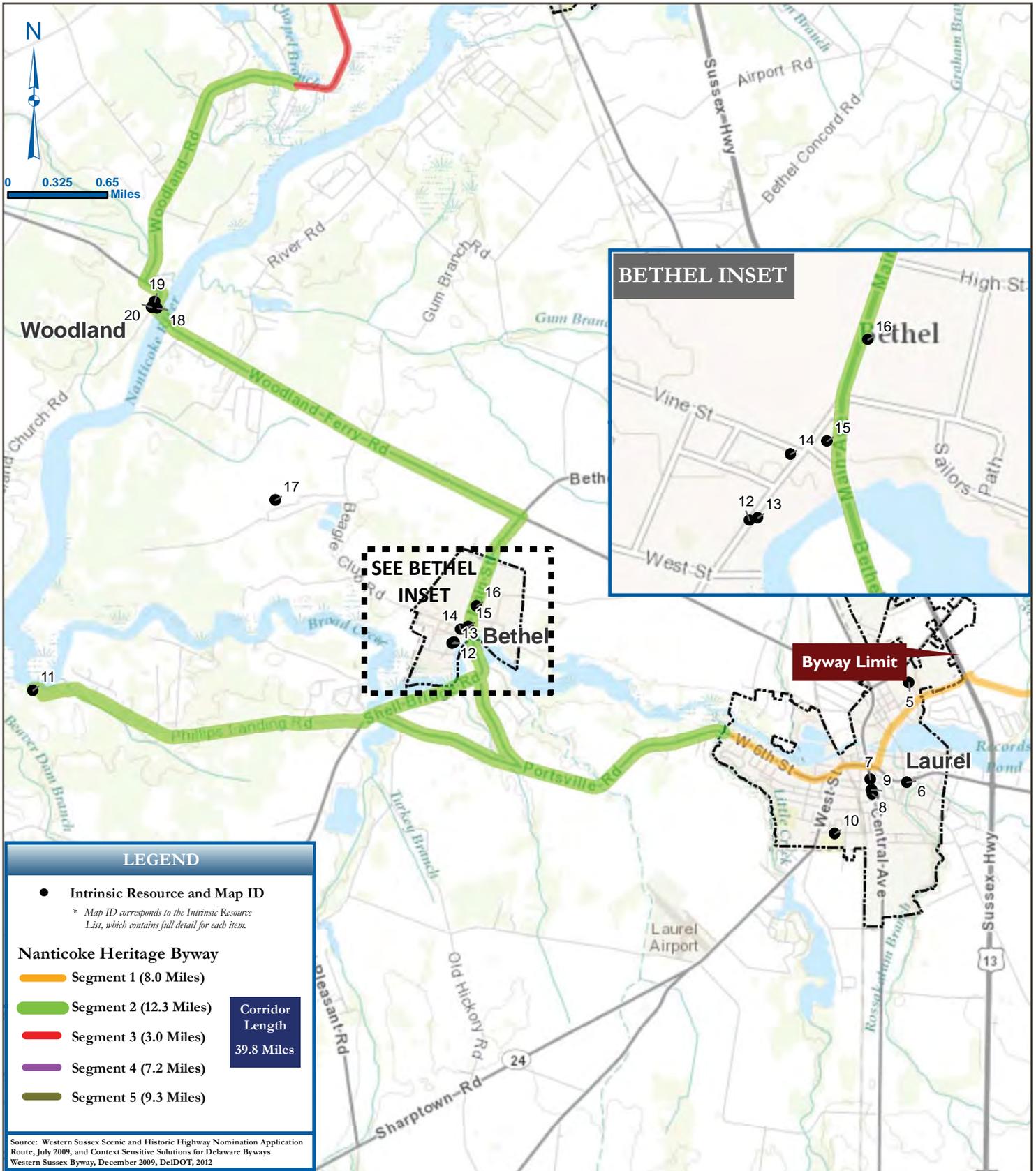


Figure 3-5: Intrinsic Resources – Segment 3



Figure 3-6: Intrinsic Resources – Segment 4

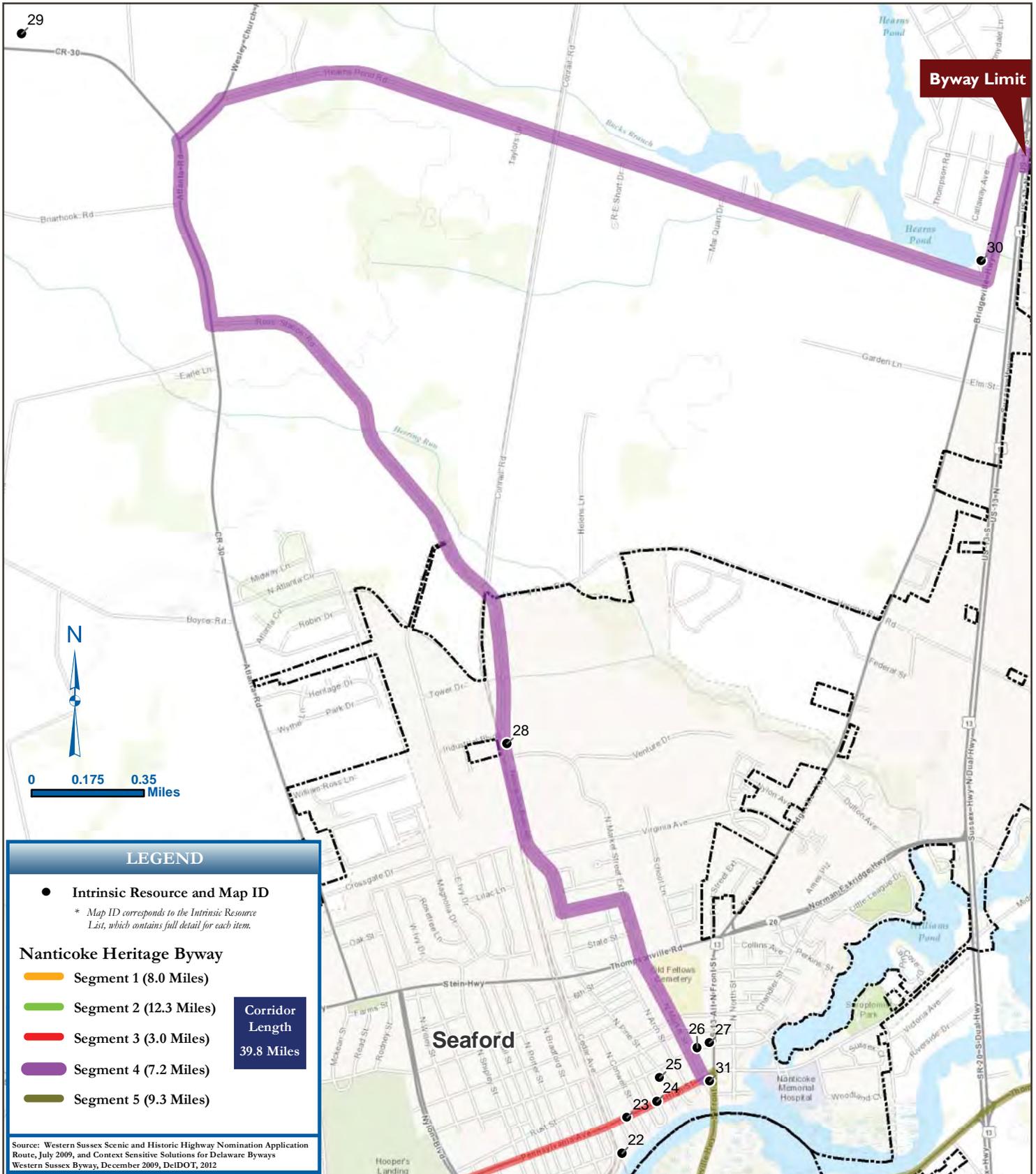
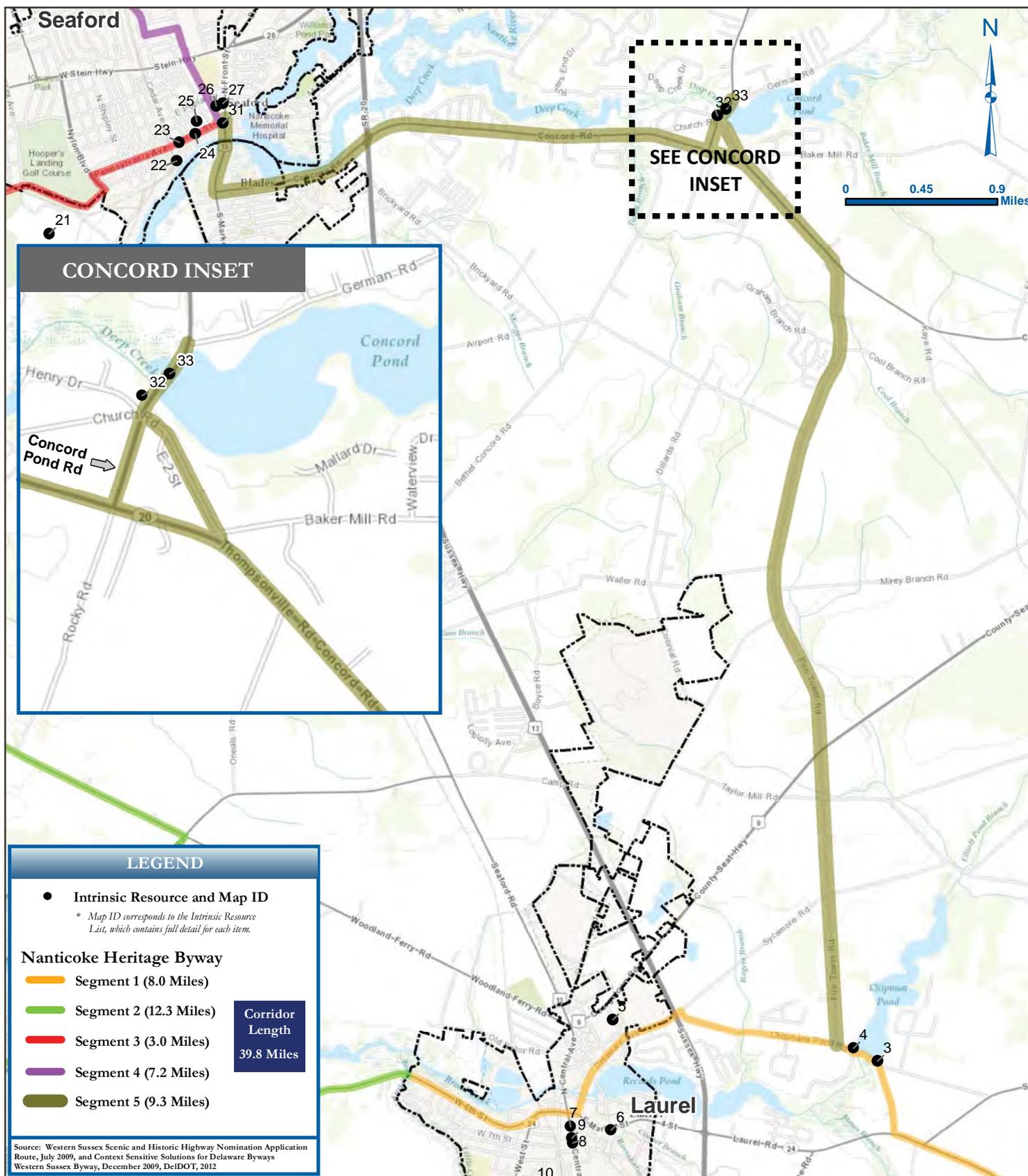


Figure 3-7: Intrinsic Resources – Segment 5



Intrinsic Resource Descriptions

Trap Pond State Park (ID #1)

Latitude: 38.525749, Longitude: -75.481107

Trap Pond State Park has over 2,000 acres of natural attractions, hiking, boating, fishing, and recreational amenities. Freshwater wetlands once covered a large portion of southwestern Sussex County. Trap Pond State Park retains a part of the swamp's original beauty and mystery, and features the northernmost natural stand of bald cypress trees in the United States. The pond was created in the late 1700s to power a saw mill during the harvest of large bald cypress from the area. The Federal Government later purchased the pond and surrounding farmland during the 1930s and the Civilian Conservation Corps began to develop the area for recreation. Trap Pond became one of Delaware's first state parks in 1951.

Visitors have many opportunities to explore the natural beauty of the wetland forest. Hiking trails surround the pond, providing opportunities to glimpse native animal species and many flowering plants. Bird watching is a popular activity and the observant hiker may spot a Great Blue Heron, owl, hummingbird, warbler, Bald Eagle or the elusive Pileated Woodpecker. The Bald cypress Nature Center features a variety of displays and programs. The park also includes picnic areas, volleyball courts, horseshoe pits and a playground.

Boating among the bald cypress is a favorite pastime at the park. Rowboats, pedal boats, canoes and



kayaks can be rented for use within the park during the summer season, and the park interpreter hosts narrated pontoon boat tours on weekends and holidays. A boat launching ramp can accommodate small motorized boats for fishing or scenic excursions. One of the streams that flow into Trap Pond has been marked as a wilderness canoe trail for those who wish to explore the swamp's interior.



Ross Point School (ID #2)*Latitude: 38.555523, Longitude: -75.452148*

Ross Point School is a historic, rural, African-American school building located near Laurel. The Ross Point School was added to the National Register of Historic Places (NHRP) in 2001. Built during the early 1920's, it is an example of one style of Colonial Revival architecture, designed by architects Guilbert & Betelle, and funded by the wealthy philanthropist Pierre S. DuPont. The design included numerous advances in sanitation, hygiene, safety, and comfort for the students. Ross Point demonstrated a better, more equitable education for future generations of African Americans. The Ross Point School carries significance as part of the reform movement to improve the conditions under which African-Americans were educated in Delaware. The building was used as a school until it closed its doors on September 24, 1964. The Ross Point School no longer exists, but was included in the CMP for travelers to know the historical location.

**Old Christ Church (ID #3)***Latitude: 38.561223, Longitude: -75.452148*

Listed on the National Register of Historic Places (NHRP), this church is a fascinating finely preserved example of the region's colonial past. Construction of what was known as the "Chapel of Ease" began in 1770, at which time the area was claimed by the colony of Maryland until 1775. At the west end is the slaves' gallery, reached by a stairwell in the northwest corner. The church is a striking example of eighteenth-century native workmanship using wood, the prevalent and only available building material of the region. The



Old Christ Church is among a dozen churches on the Atlantic coast built before the revolutionary war that were never painted, plumbed, and had no electricity. Governor Nathaniel Mitchel, Delaware governor from 1805-1808, is buried here.



Chipman’s Mill (ID #4)

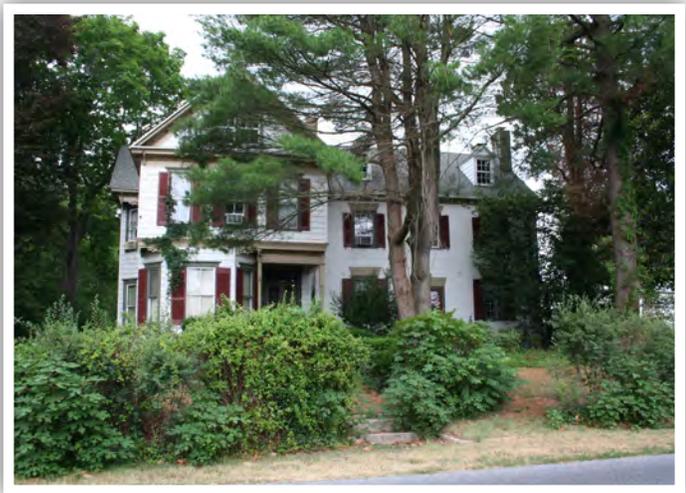
Latitude: 38.562345, Longitude: -75.539957

Listed on the National Register of Historic Places, Chipman’s Mill is located on the mill pond of the same name near Laurel. The one story mill, built by Joseph Chipman in 1884, functioned into the late 1940’s before it fell into disuse. Chipman’s Mill was powered solely by water. Small mills of this type existed during the nineteenth century on virtually every stream throughout Sussex County. The wood frame was destroyed by fire in 1986 but the concrete foundation, concrete turbine, and mill race remain.

Spring Garden (ID #5)

Latitude: 38.56475, Longitude: -75.566381

Listed on the National Register of Historic Places, this residence reflects several periods of architecture, ranging from the Georgian style through Federal and Victorian Gothic. It was once a mansion house for a very large farm. The earliest section of Spring Garden is the large brick main core, built shortly after the Revolutionary War circa 1782. In the late 19th century, the “father of chemical engineering” – Dr. Warren Kendall Lewis – was born and raised here, leading to Spring Garden also being known as “Lewis Homestead”. Around 1880 a second major phase of construction took place with the building of the large Victorian Gothic wing.



Laurel Heritage Museum (Former Train Station) (ID #6)

Latitude: 38.56475, Longitude: -75.566381

Housed in the train station that was built in 1910, the Laurel Heritage Museum opened in 2012 with a large variety of artifacts, documents, and photographs from the collections of the Laurel Historical Society. This building was the second train station in Laurel. Originally, there were two sets of tracks to accommodate the large number of daily trains traveling north and south. Near the station, early warehouses remain from the days when manufactured goods and produce were stored there, awaiting transportation to city markets.



Historic Laurel (ID #7)

Latitude: 38.555555, Longitude: -75.570977

Historic Laurel is listed on the National Register of Historic Districts. The coming of the railroad in 1859 created a major economic boost for the town, which is evident in many large homes that were built in the late 19th century and still stand today. One of the major historical industries in Laurel was basket making, traces of which survive in the wooden sheds that appear in town. Much of Laurel has been designated as a historic district, the largest in Delaware. Notably, Laurel is home to four Delaware governors. The historic commercial buildings along Market Street date after 1889, when a raging fire destroyed the business district. Most of these structures are made of brick, reflecting the town’s new consciousness of the need for fireproof materials.

St. Philip's Protestant Episcopal Church (ID #8)

Latitude: 38.554132, Longitude: -75.570713

Located at 600 S. Central Avenue in Laurel, St. Philip's claims 1843 as the date of its founding, but the journals of the Diocese interchange the names St. Philip's and Christ Church for a number of years after that date. The relationship between the two churches is historically so close that St. Philip's would be justified in claiming 1771, the founding date of Christ Church Broad Creek as its founding date. St. Philip's remains in operation with regular services and events including the Annual Strawberry Festival each May.



Christ United Methodist Church (ID #9)

Latitude: 38.554549, Longitude: -75.570823

Located adjacent to St. Philip's Church in Laurel, Christ United Methodist Church's history dates back to 1831. This is the year the Methodist Protestant Church was established in Laurel. A year later, the church opened in an old school house on West Street. In 1866, land was purchased for construction of the church on Wheat Street, now named Central Ave, and the church was built for \$8,000. In 1912, the current church was built on the site using stone structure. The church remains in operation with regular services each week.



Factory Worker's Homes Built in 1885 (ID #10)

Latitude: 38.554132, Longitude: -75.570713

In the 1880's Laurel was booming and the economy was thriving. In February of 1881, the Morning News reported that many new houses were being built, and that older ones were being freshly painted. That same year the Delaware State Journal reported that Laurel had the largest lumber market on the Peninsula, and there was significant construction taking place. These homes show where factory workers lived during this exciting time.

Phillips Landing State Park and Captain John Smith Memorial (ID #11)

Latitude: 38.56381, Longitude: -75.672209

Between 1607 and 1609, John Smith was the first English explorer to map the Chesapeake Bay area. Phillips Landing Recreation Area is located approximately one mile south of Bethel near the confluence of the Nanticoke River and Broad Creek. In May of 2007 a monument was placed in the Nanticoke Wildlife Area at Phillips Landing to commemorate Captain John Smith's exploration of the Nanticoke River where hundreds of Nanticoke Indians came to meet the crew and trade with them. Phillips Landing is a popular fishing, boat launch, and recreation spot. It's also a popular spot for launching a canoe or kayak to follow the Nanticoke River Water Trail. The adjacent Nanticoke Wildlife Area conserves landscapes that appear much as they did 400 years ago.



Bethel Historic District (ID #12)

Latitude: 38.571932, Longitude: -75.618578

Bethel, formerly Lewisville, developed along Broad Creek a tributary of the Nanticoke River was once one of the largest sailing ship building towns in Delaware. Chesapeake sailing rams, used to transport produce and materials to the shallow port around the Chesapeake. Listed on the National Register of Historic Places, the Bethel Historic District includes many clapboard houses that were built by the mariners who learned their carpentry skills in the village's shipyards. Although the interiors of some of these historic structures have been altered, the ones that survive tell the story of this small town's place in nineteenth-

century folk architecture. Bethel's shipbuilding and seafaring past is particularly evident today in the many nautical symbols that appear throughout the village on homes, churches, gravestones, and other objects and structures. Bethel offers a quaint look back into the nineteenth-century shipbuilding center that it once was.

Sailor's Bethel Methodist Church and Graveyard (ID #13)

Latitude: 38.568464, Longitude: -75.621322

Listed on the National Register of Historic Places, this is the burial site of Kendall Lewis, founder of Bethel, and his three wives. The roots of this congregation can be traced to 1809, when a house of worship was constructed to serve the needs of the many residents of this area who were members of the Methodist Episcopal Church. First known as Elzey Moore's Meeting House, the name of the church was formally changed to Wesley Chapel in 1825. Following the closing of Wesley in 1852, members of the congregation who resided in the vicinity of the seafaring village of Lewisville conducted services in area homes. In 1855 they constructed a church at this location that became known as Sailor's Bethel Methodist Episcopal Church. In 1880 the name of Lewisville was formally changed to Bethel, reflecting the importance of this community institution. The present church was built in 1884, and its name was subsequently abbreviated to Bethel M.E. Church. In 2004, the members of the church elected to reclaim the historical name of Sailor's Bethel Church. The site is located First and Main Streets in Bethel.



Bethel Store (ID #14)

Latitude: 38.569702, Longitude: -75.620505

Located in Historic Bethel, the Bethel Store was built in 1900, and is a retail establishment that sells sandwiches and grocery items. The pillars in the center of the store are salvaged masts from old sailing ships. The Shaver family has owned the property, and ran the store for the last 30 years.

**Bethel Heritage Museum (ID #16)**

Latitude: 38.571932, Longitude: -75.618578

This museum on 312 First Street in Bethel is a former two-room school. The Bethel Heritage Museum celebrates and preserves the area's history as a shipbuilding center for 2, 3, and 4 masted schooners and Bethel Rams. Museum displays include ship models and pictures of sailing schooners made in Bethel, pictures of ship captains and their families, and original pieces from vessels.

**Bethel Memorial Park (ID #15)**

Latitude: 38.569954, Longitude: -75.619601

This park showcases the historic significance of Bethel's connection to Delaware's maritime history. A unique and highly specialized sailing schooner, the "ram," was created in Bethel. It required less water



depth to navigate, and that opened trade to remote and often inaccessible areas of Chesapeake Bay. Memorial Park honors deceased ship captains from the area.

Woodland Park (ID #17)

Latitude: 38.581933, Longitude: -75.642934

This park offers recreational amenities including several miles of hiking trails and two stocked fishing ponds. Woodland Park is located off of Woodland Ferry Road.

Woodland Ferry (ID #18)

Latitude: 38.600134, Longitude: -75.657292

Formerly known as Cannon's Ferry, Woodland Ferry was founded in the 1760's, and is the oldest operating ferry in the United States. Members of the Cannon family were the first to operate a ferry at this point along the Nanticoke River. Jacob and Betty Cannon first opened the ferry and proprietorship passed to their sons Isaac and Jacob after the older Jacob passed away. The history of the Cannon proprietorship of the ferry has a violent end: in April 1843, Jacob was shot and killed on the ferry wharf by a disgruntled tenant. Isaac died a month after his brother, with the cause of death unknown. Soon after the name of the town and ferry were changed from Cannon to Woodland in



order to disassociate it from the negative connotation. Cannon's Ferry is also related to the unsavory history of Patty Cannon. Patty, distantly related to Isaac and Jacob by marriage, was the ringleader of a notorious gang of kidnappers who stole free blacks and enslaved people from their homes in the northern Delmarva Peninsula and sold them into slavery in the Deep South. Her gang operated from a tavern in what is now Reliance, Maryland, just miles away from the town of Woodland on Woodland Ferry Road. Today, Woodland Ferry continues in operation as it carries travelers approximately 400 feet across the river connecting both sides of Woodland Ferry Road. Approximately 225 vehicles per day use the crossing during the summer, with annual estimates at approximately 45,000 trips per year

Cannon Hall (ID #19)

Latitude: 38.600738, Longitude: -75.657592

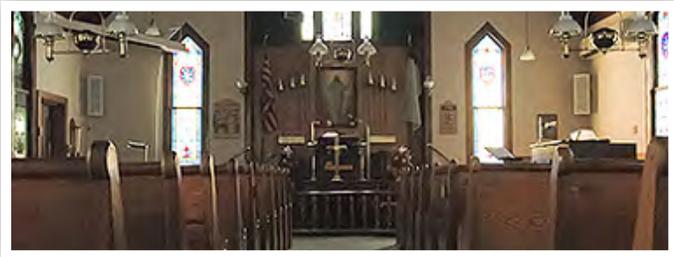
Located near the Woodland Ferry landing, Cannon Hall was the most prominent building in the area. Built in 1820, Cannon Hall was originally intended as a home for Jacob Cannon and his bride, but after she decided not to marry him, he never moved in, and the house stood empty for many years. The Cannon family first opened the ferry across the river here in the 1760s. Cannon Hall was a five-bay, two-story frame house. The central hall is typical of Sussex County Georgian houses. Details of the house were very well executed and reflect the prosperity of the builder.



Woodland Methodist Church and Cemetery (ID #20)

Latitude: 38.600208, Longitude: -75.658007

In 1843, Mrs. Boling and her son, Jacob Nicholson built a small place of worship at Cannon's Ferry (now Woodland). The land was deeded in 1832 and was always meant to be the site for a church. In 1883, the present church was built. Electricity was installed with a remodeling in 1941. The church has had some



upgrades, but the stained glass windows from 1951 are still admired, the original gas ceiling lamps, now electrified, and original oil lamp brackets adorn the windows. The church was referred to as “the church built beside a graveyard”. This was due to early families being buried by the church. However, today it is known as “The Friendly Church by the Nanticoke River” because of the proximity to the Nanticoke River. Church services are still held weekly

DuPont Factory (ID #21)

Latitude: 38.632302, Longitude: -75.628258

In 1939, DuPont constructed a full-scale facility in Seaford to begin commercial production of nylon. Nylon was the first totally synthetic fiber to be fashioned into consumer products. Prepared wholly with materials readily derived from coal, air, and water, nylon revolutionized the textile industry. The



750-acre plant along the Nanticoke River contributed to Seaford's prosperity in the mid-twentieth century and gave it the nickname — the Nylon Capital of the World. Plant construction took one year and cost \$8 million. The plant at Seaford initially employed 850 people and had a capacity of 4 million pounds a year. In 2004 DuPont sold operations to Invista, a company that continues use of the site today.

Seaford Train Station Complex (ID #22)

Latitude: 38.63855, Longitude: -75.614305

Built in 1856, the rail station is a reminder of the importance of the railroad to the Western Sussex area. After it was built, new trade routes opened northward, and these new routes helped to change the character of the area's agricultural production. In addition, any town that secured a rail station was guaranteed designation as an important trade center. Seaford



benefited from the resulting prosperity. The original station was destroyed by fire in the early 1900's. The second station, still in use today, was built in 1902 adjacent to the site of the old station. Originally, the railroad was used for passenger, freight, and mail service. Passenger service was discontinued in 1965. The freight trains were used to carry local produce, goods and seafood. Today, the railroad is used mainly to haul local grain, chemicals, liquid propane, coal, wood, and supplies for the Invista plant.

Seaford Museum (ID #23)

Latitude: 38.640154, Longitude: -75.614033

Once the town's post office, this site became the Seaford Museum in 2003. The Seaford Museum includes a changing exhibit gallery, a presentation room, a general information area, and a gift shop. It has thousands of local artifacts following a timeline of United States, Delaware, and area history. It begins with the area's natural resources, the Nanticoke Indians, and winds its way to the 21st century with the world's first synthetic fiber, a nylon spinning machine. Other exhibits focus on early agriculture, shipbuilding, canning, the poultry industry, railroads, Black River Pilots, and the Nanticoke River's connection with the Chesapeake Bay. The museum is located in downtown Seaford on High Street in the restored 1930's post office building. The museum still houses several prominent post office antiques, such as the P.O. Boxes



Historic Seaford (ID #24)

Latitude: 38.640895, Longitude: -75.612289

Over a dozen commercial buildings in Seaford are listed on the National Register of Historic Places. All of these buildings demonstrate examples of late nineteenth- and early twentieth- century architecture. The views along High St. demonstrate both historic and scenic quality; historic because of their significance in telling the story of nineteenth-century Seaford, and scenic because the wide variety of building types offers varied and interesting views. Seaford's location on the northern bank of the Nanticoke River made it a prime location for travel and trade in the

nineteenth century. Oyster packing, one of Seaford's most important industries, flourished by virtue of the water route from the Chesapeake oyster beds and the railroad, which allowed for fast delivery to northern markets. The small-town atmosphere and historic character are communicated by the historic main street with Victorian architecture and a small scale that allows residents to walk to many parts of town.

First National Bank of Seaford (ID #25)

Latitude: 38.641967, Longitude: -75.612139

Listed on the National Register of Historic Places, this bank was built in 1868 in the Italianate style. It was a two-story rectangular brick structure. It has been converted into apartments, but the reuse follows the natural divisions of the interior. The building is the oldest standing bank building in Seaford.

Edgar and Rachel Ross House (ID #26)*Latitude: 38.643312, Longitude: -75.609987*

The Edgar and Rachel Ross House is a two and one-half story, brick dwelling listed on the National Register of Historic Places. Decorative elements can be attributed to the Late Victorian, Craftsman, and Colonial Revival styles. The house is located in one of the earliest developed sections of Seaford. The building was constructed in the 1890's. Edgar C. Ross was born in 1850 and raised in the Seaford area. His father, William H. Ross, had been the governor of Delaware. Edgar was a man of prominence and was the owner of large areas of land in Sussex County. The Ross's were married on April 19, 1892.

**Woodland United Methodist Church (ID #27)***Latitude: 38.600208, Longitude: -75.658007*

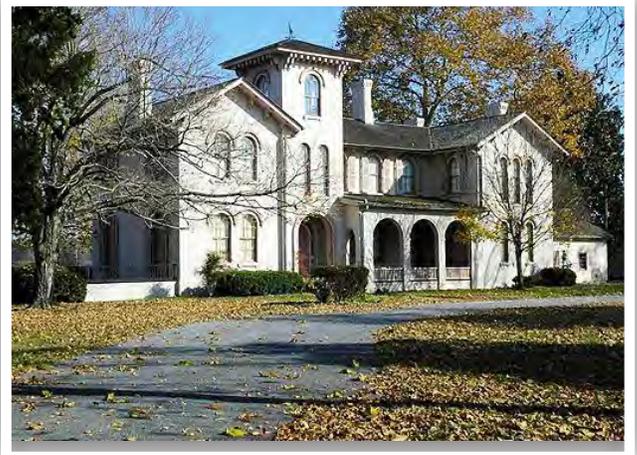
The parish of St. Luke's organized in 1835. Parishioners originally attended services in the Union Meeting House, on High Street in Seaford. The present day



church was constructed from 1838 to 1843. The building hosted the first ordination of a Delaware bishop, Reverend Albert Lee, in 1841. The church's original steeple was replaced by the Norman tower in 1902, and the structure's buttresses were added in 1944, when the church's walls were in danger of collapsing. A parish house was built in 1932. The cemetery on the church grounds was originally called "God's Little Acre" referring to the size of the property. The cemetery, where former Governor William Henry Ross and several family members are buried, is comprised of 18 coping stone memorials.

Ross Mansion and Plantation (ID #28)*Latitude: 38.657026, Longitude: -75.620959*

This 1,389-acre property includes an 1859 Italianate-style mansion, a Gothic Revival honeymoon cottage, a historic slave quarter and a number of other outbuildings. Begun in 1856, the Ross Plantation was the home of former Delaware Governor William Ross. The romantic approach to the Italianate mansion was a typical style for wealthy homes. The Ross Slave Quarter was built sometime between 1856 and 1860, and housed fourteen enslaved people when it was in use. This was a noticeably large number of slaves at this point in Delaware's history as a slave state, when most farms had units of three to six slaves at the most. As a large plantation with a large population of enslaved African Americans, the Ross Plantation represents a settlement type that was not common by the time it was built shortly before the Civil War. The property is well preserved and is open regularly for guided tours and special events.



Cannon-Maston House (ID #29)

Latitude: 38.689027, Longitude: -75.648986

Constructed in 1727, and enlarged in 1733; the Cannon-Maston House is one of Sussex County's oldest brick buildings. The house was built by Thomas Cannon on land that he inherited from his father, James, after he passed away in 1712. The house's other namesake; Halsey H. Maston, purchased the home from the Cannon family in 1851. When the Cannon-Maston House was built, this area of Sussex County was still a part of Maryland. It did not become a part of Delaware until the American Revolution. In many of its details, the house's construction is much more typical of Maryland styles than Delaware styles, serving as a reminder of the contentious early history of this part of the state.



Harriet Tubman Marker (Seaford-Gateway Park) (ID #31)

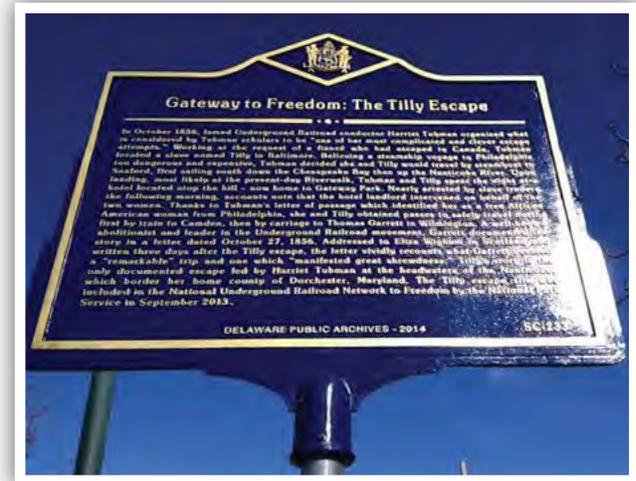
Latitude: 38.641807, Longitude: -75.609268

Unveiled in 2014, this historic marker chronicles the Harriet Tubman-Tilly Escape where Harriet and the

Hearn and Rawlins Mill (ID #30)

Latitude: 38.689027, Longitude: -75.648986

Listed on the National Register of Historic Places (NRHP), this site has had a mill on it since 1820. The first mill burned down in 1879, and was replaced shortly afterward with the present one. This mill is one of the few water-powered gristmills still operating in Delaware. Hearn and Rawlins, with a history going back nearly a century, preserves the type of small country milling operation that once could be found on every Delaware stream. The fast-flowing and abundant waters of the Nanticoke tributaries near Seaford powered a large number of mills during the nineteenth century. This power source, combined with deep-water navigation of the Nanticoke, combined to make Seaford an important shipping point for agricultural products.



slave, Tilly, came south from Baltimore to Seaford and stayed at the old Coulbourn Hotel location, across from Seaford City Hall on High and Market Streets. To help commemorate Tubman's journey, and the dedication of the historic marker, the Seaford Museum hosted a temporary exhibit. A permanent exhibit will open to the public in the summer of 2014.

Pine Grove Furnace Site (ID #32)*Latitude: 38.642546, Longitude: -75.555033*

The site of this old iron furnace is at Concord near the junction of Concord Pond Road and Church Road. It is on private property, but is listed on the National Register of Historic Places. The furnace operated 1750-1799. It is located about three miles east of Seaford.

Concord Pond Dam (ID #33)*Latitude: 38.643127, Longitude: -75.554085*

Concord Pond Dam is located on Broad Creek in Sussex County along Concord Pond Road north of Church Road. The Concord Pond Dam is one of twenty-nine dams regulated by the Delaware Department of Natural Resources (DNREC). It is considered a high hazard risk by Delaware for risk of being overtopped or undermined.

**Sources by ID#**

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4

Background Conditions



The designation of a roadway as a State of Delaware Byway or National Scenic Byway should not impede the intended purpose of that roadway to safely and efficiently move goods and people. Therefore, as part of this Corridor Management Plan (CMP), it is important to evaluate the current/existing and future conditions of the roadway being designated as a Byway. Displaying, summarizing and analyzing existing data pertaining to roadway physical characteristics, traffic volumes, accident locations and other significant data will assist with, and provide awareness of, the various operational and physical characteristics that should be considered during designation and implementation of the Scenic Byway. This collection of data also familiarizes the reader of this CMP with the Nanticoke Heritage Byway roadway characteristics. These characteristics should be considered in corridor planning efforts and future decision-making. In addition, the data serves as a baseline for any future analysis on the impacts of Scenic Byway designation and implementation of projects.

4.1 Roadway Characteristics

The Nanticoke Heritage Byway extends approximately 35 miles in Western Sussex County. This Corridor Management Plan (CMP) has divided the Nanticoke Heritage Byway into five (5) segments, or sections to assist with the review and graphical representation of the corridor analysis. Figures 4-1 – 4-5 display maps of the corridor and each of the five segments.

- Segment 1 (8.0 miles) – From Trap Pond State Park to Town of Laurel to the west.
- Segment 2 (12.3 miles) – From Town of Laurel to Phillips Landing State Park to the west, and to the north through Town of Bethel to the Woodland Ferry.
- Segment 3 (3.0 miles) – From Chapel Branch Nature Area to City of Seaford to the east.
- Segment 4 (7.2 miles) – From City of Seaford north to Hearn's Pond and U.S. Route 13 (Sussex Highway).
- Segment 5 (9.3 miles) – From City of Seaford east to East Seaford and south to Chipman's Pond in Concord.

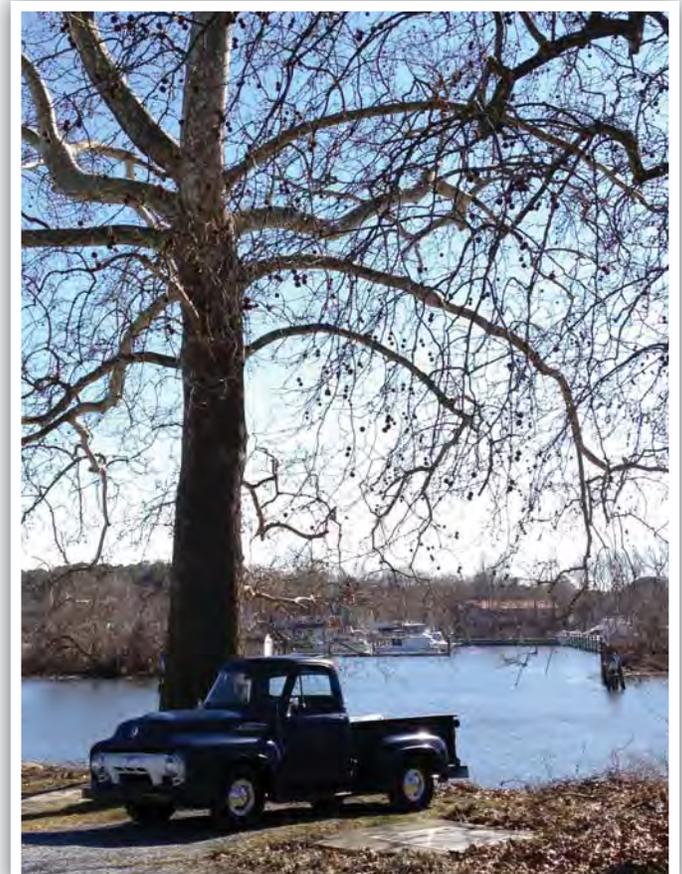


Figure 4-1: Project Study Area

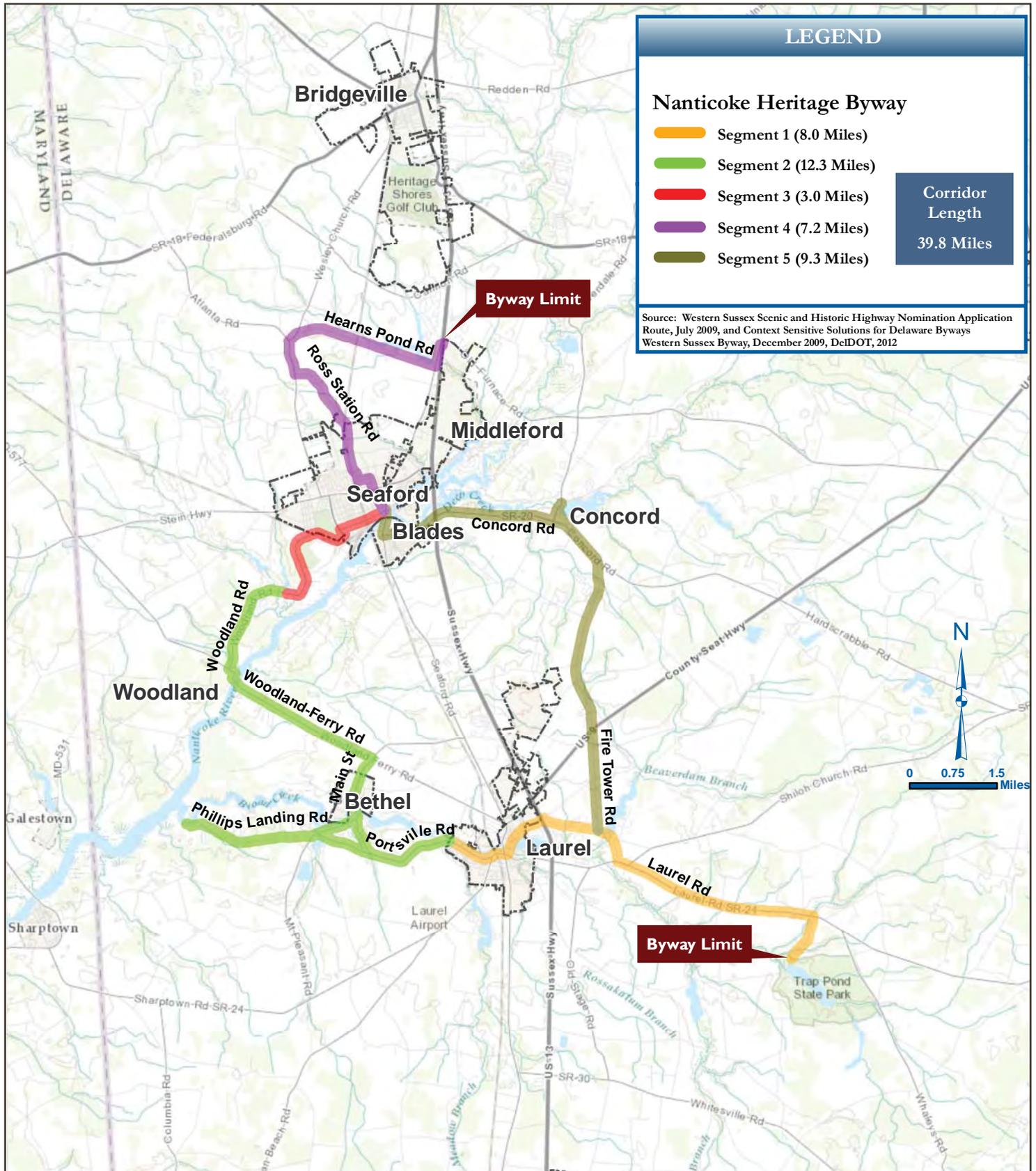


Figure 4-2: Project Study Area – Segment 1

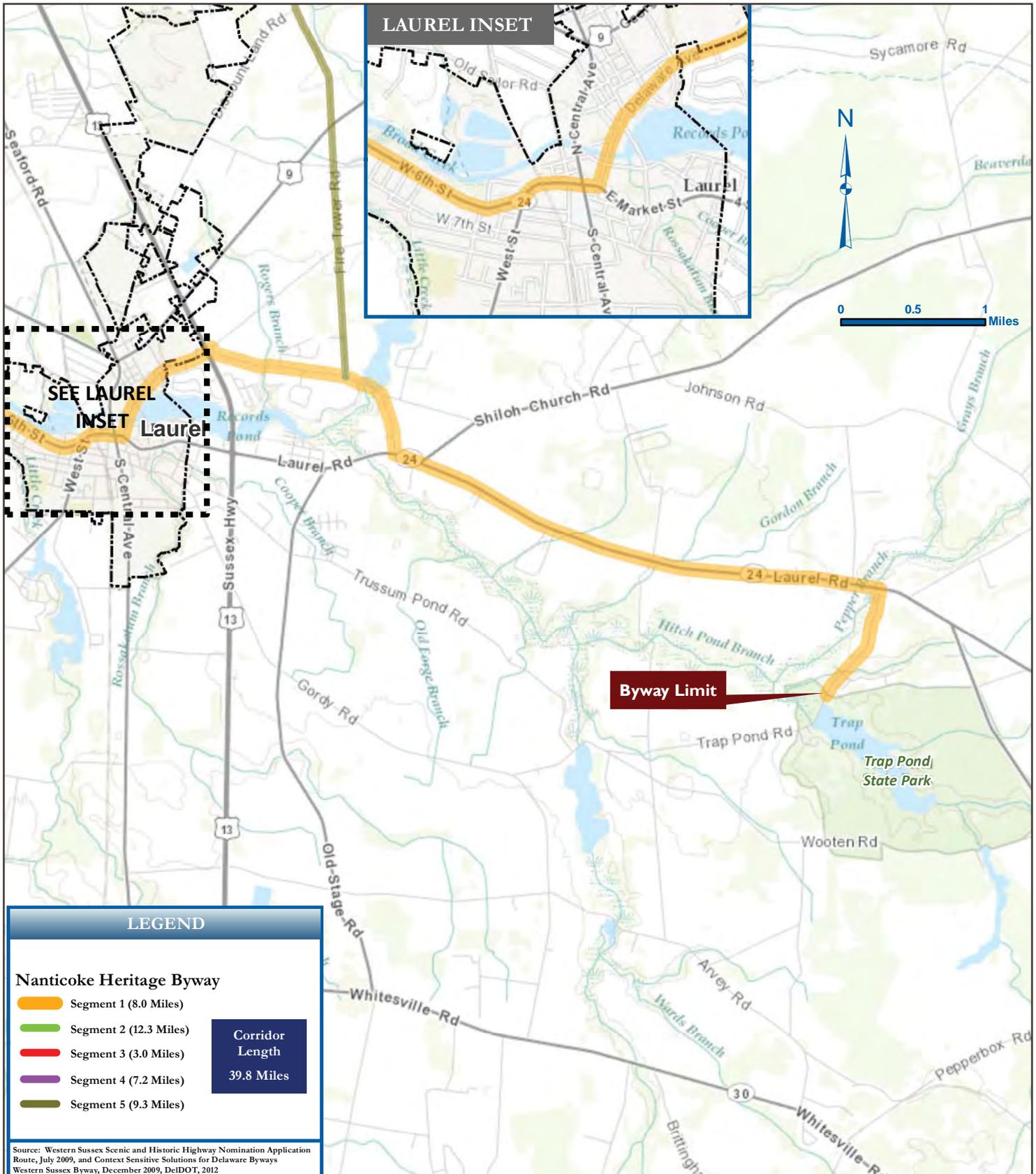


Figure 4-3: Project Study Area – Segment 2

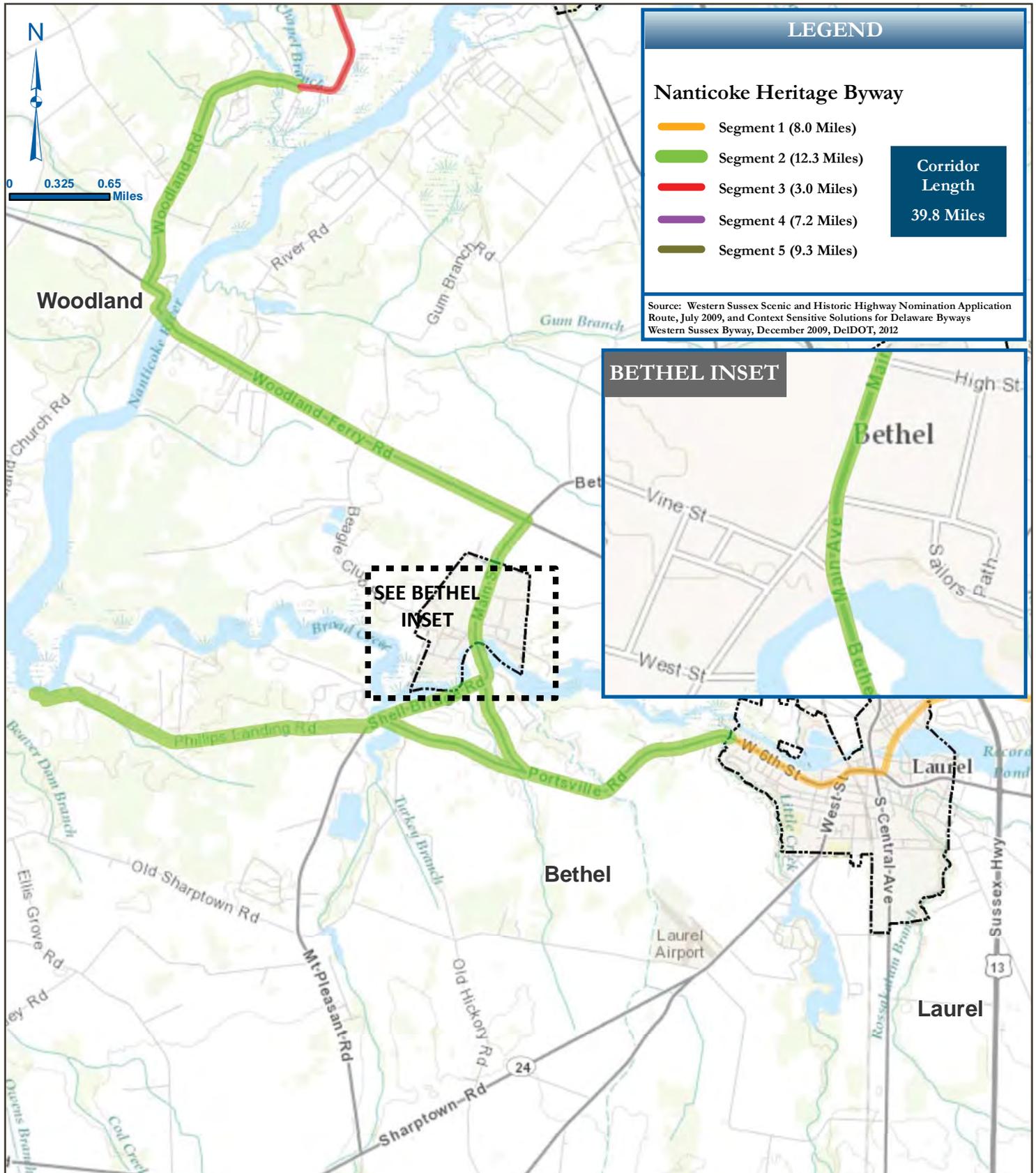


Figure 4-4: Project Study Area – Segment 3

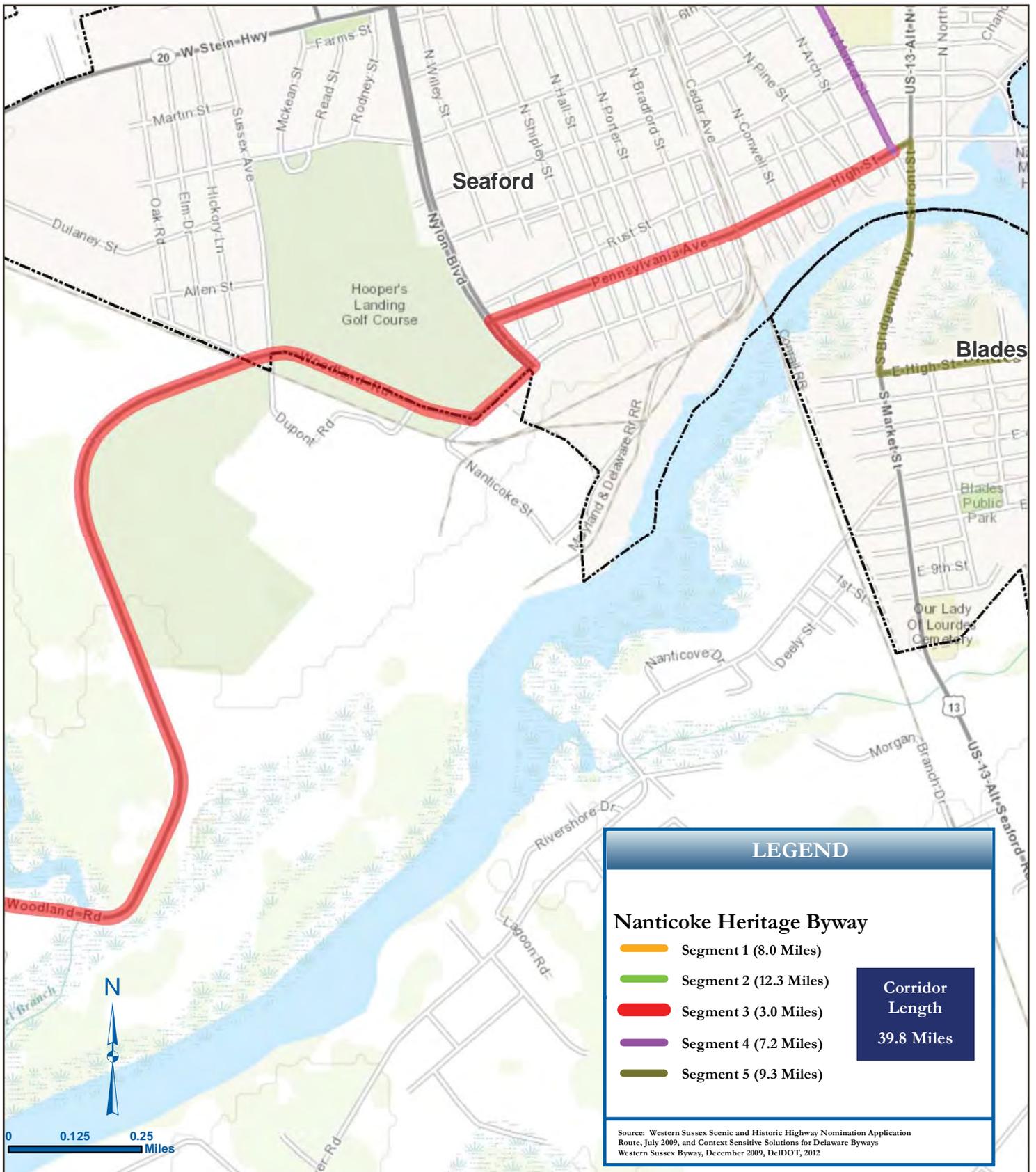


Figure 4-5: Project Study Area – Segment 4

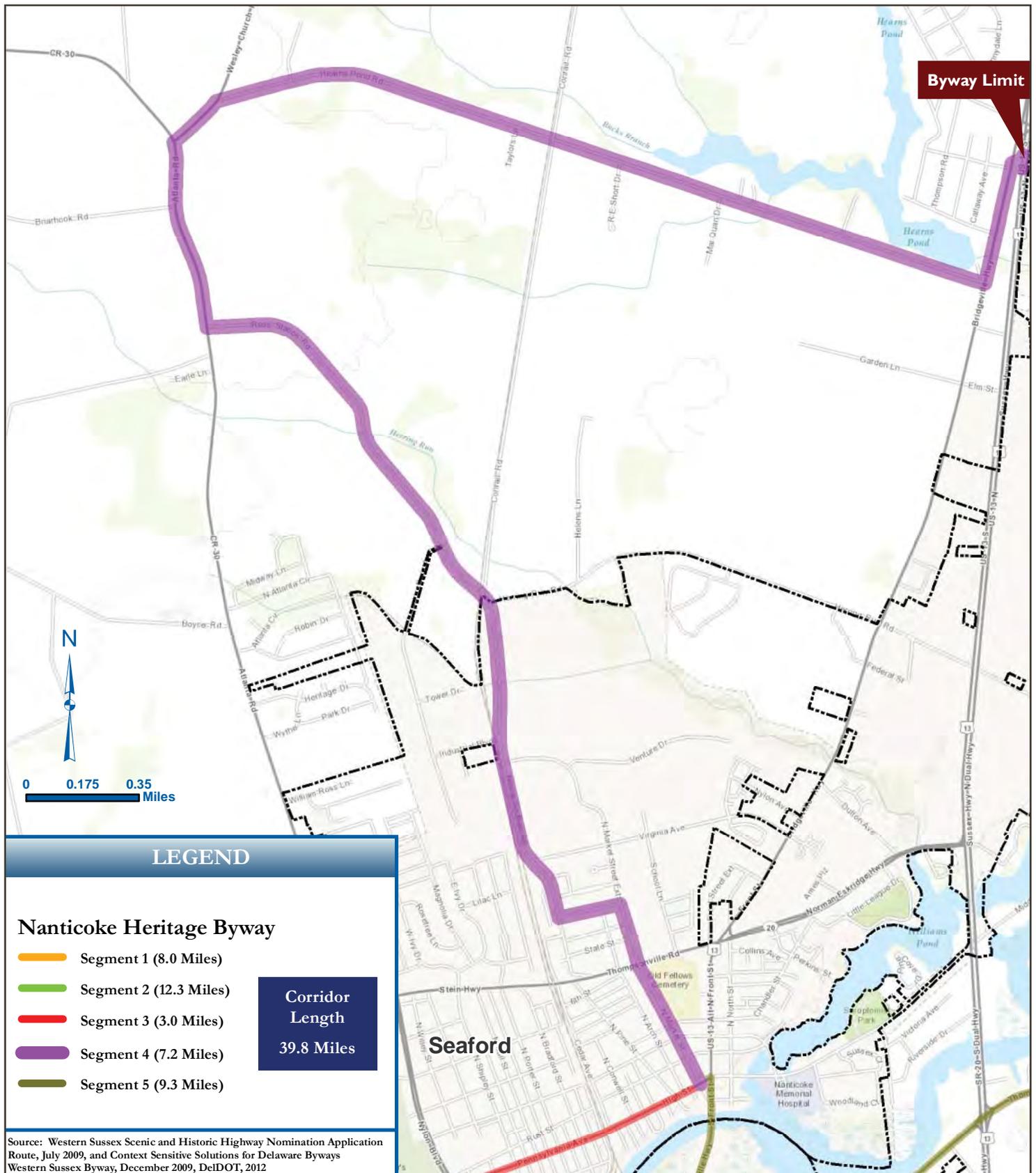
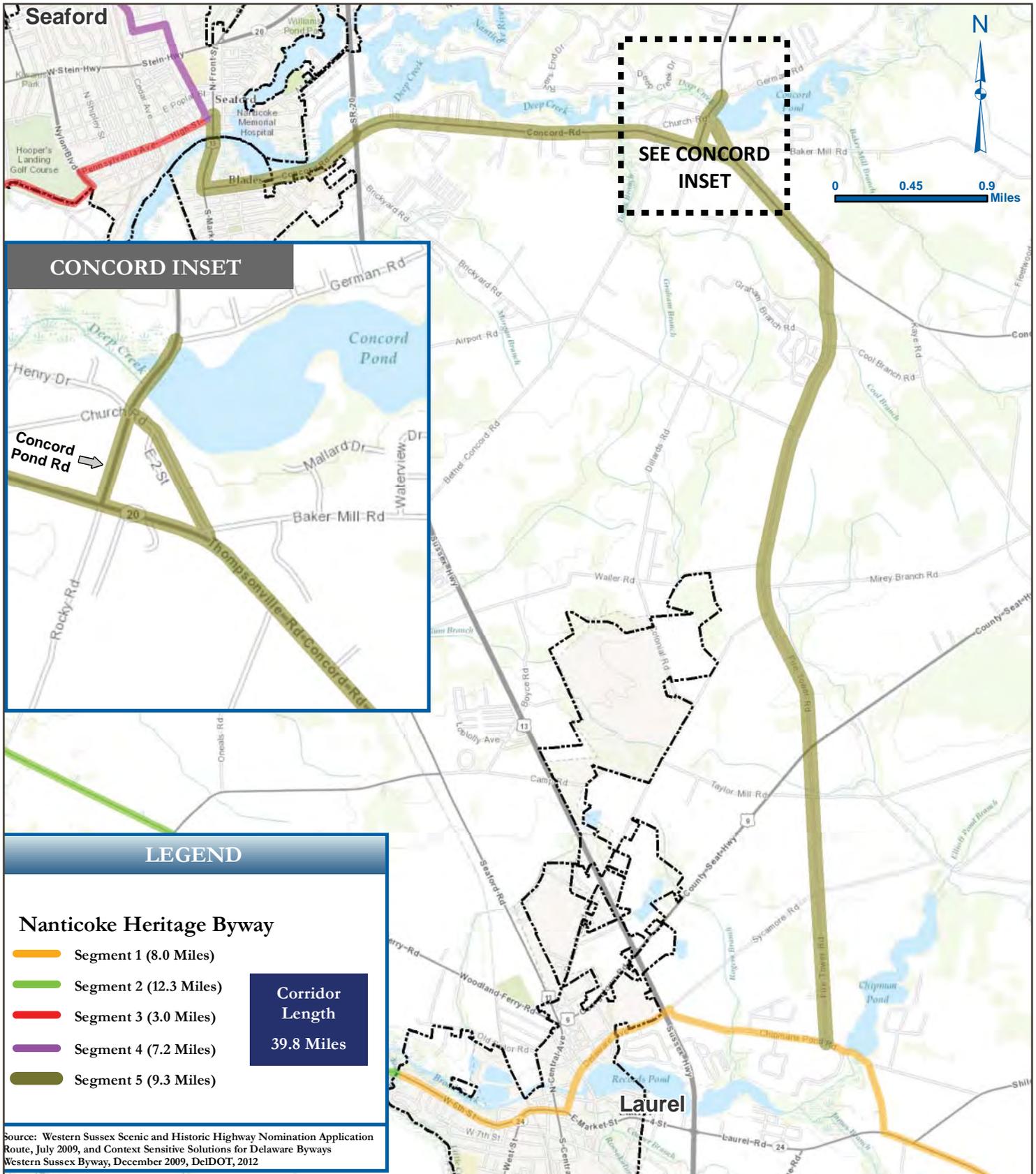


Figure 4-6: Project Study Area – Segment 5



4.1.1 General Design Characteristics

It is important to know the general design character of a corridor in an effort to appropriately portray the safety and transportation planning aspects. Figure 4-7 presents the design characteristics of the corridor. the entire byway corridor is generally two lanes, one in each direction. Medians are generally not present. Most of the corridor is rural in nature with occasional suburban and urban sections through communities such as Laurel and Seaford. Roadway width ranges from 22 feet to 50 feet as displayed in the following figures.

Figure 4-7: General Roadway Design Characteristics

Segment	Route	Total Roadway Width (Lanes and Shoulders)	Number of Driving Lanes
Segment 1	Trap Pond Road	24 feet	2
Segment 1	Delaware Route 24 (Laurel Road)	38 feet	2
Segment 1	Christ Church Road	29 feet	2
Segment 1	Chipmans Pond Road	28-32 feet	2
Segment 1	Delaware Avenue	27-36 feet	2
Segment 1	Delaware Route 24 (Market Street)	24-28 feet	2
Segment 1	Sixth Street; Townsend Street	24-34 feet	2
Segment 2	Portsville Road	32 feet	2
Segment 2	Phillips Landing Road	26 feet	2
Segment 2	Shell Bridge Road	30-34 feet	2

Segment	Route	Total Roadway Width (Lanes and Shoulders)	Number of Driving Lanes
Segment 2	Main Avenue; Main Street; Bethel Road	22-38 feet	2
Segment 2	Woodland Ferry Road	28 feet	2
Segment 2 & 3	Woodland Road	30-40 feet	2
Segment 3	Harrington Street	32-36 feet	2
Segment 3	Pennsylvania Avenue	32-40 feet	2
Segment 3	High Street	32-42 feet	2
Segment 4	Market Street	32-34 feet	2
Segment 4	Nanticoke Avenue	36-42 feet	2
Segment 4	Ross Station Road	36 feet	2
Segment 4	Atlanta Road	37 feet	2
Segment 4	Wesley Church Road	31 feet	2
Segment 4	Hearns Pond Road	28 feet	2
Segment 4	Bridgeville Highway	42 feet	2
Segment 5	U.S. Route 13 (Front Street)	30-42 feet	2
Segment 5	Delaware Route 20 (High Street)	34-37 feet	2
Segment 5	Delaware Route 20 (Concord Road)	35-50 feet	2
Segment 5	Concord Pond Road	30 feet	2
Segment 5	Fire Tower Road	30 feet	2

Figure 4-8: Roadway Width (Project Study Area)

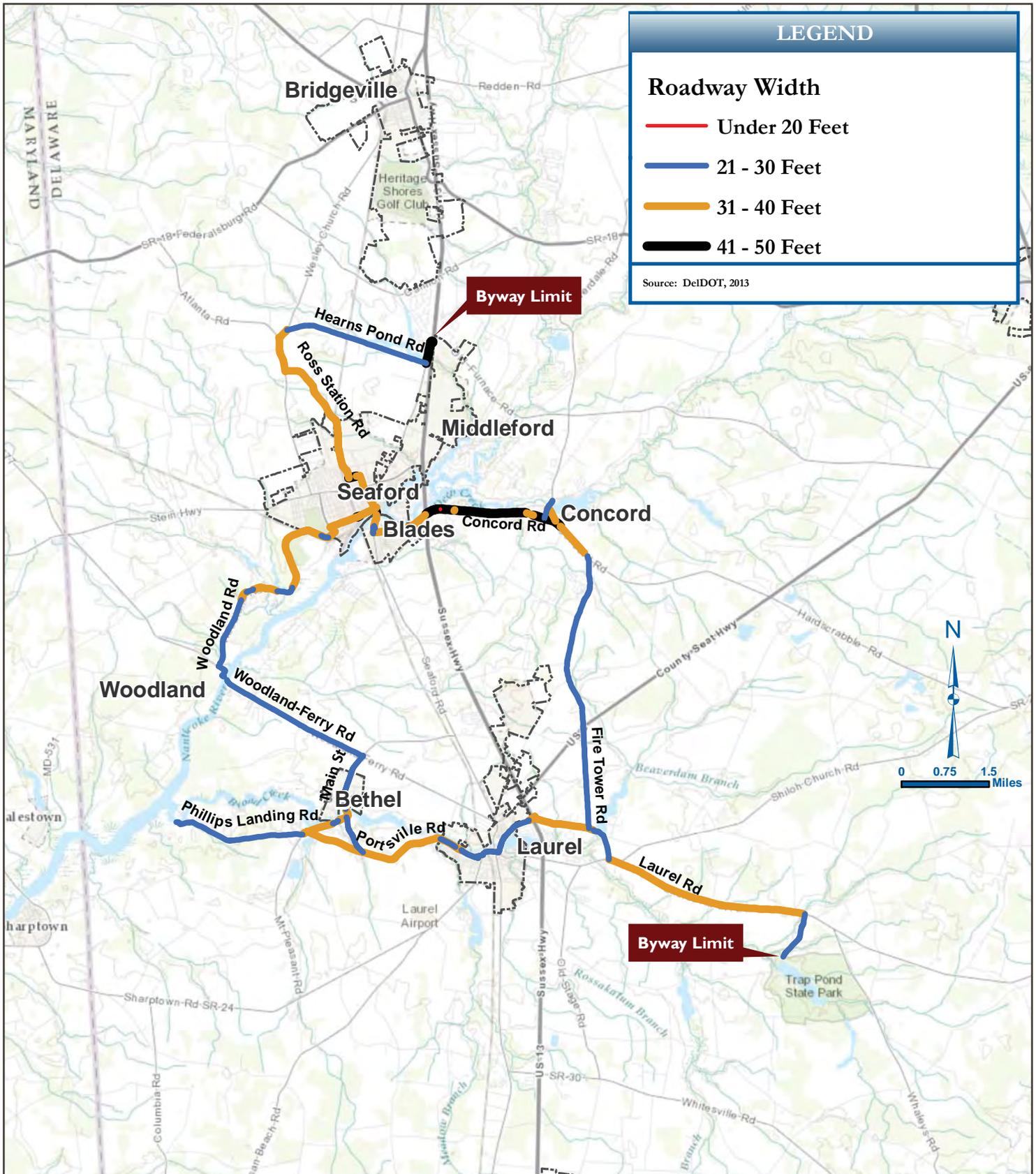


Figure 4-9: Roadway Width – Segment 1

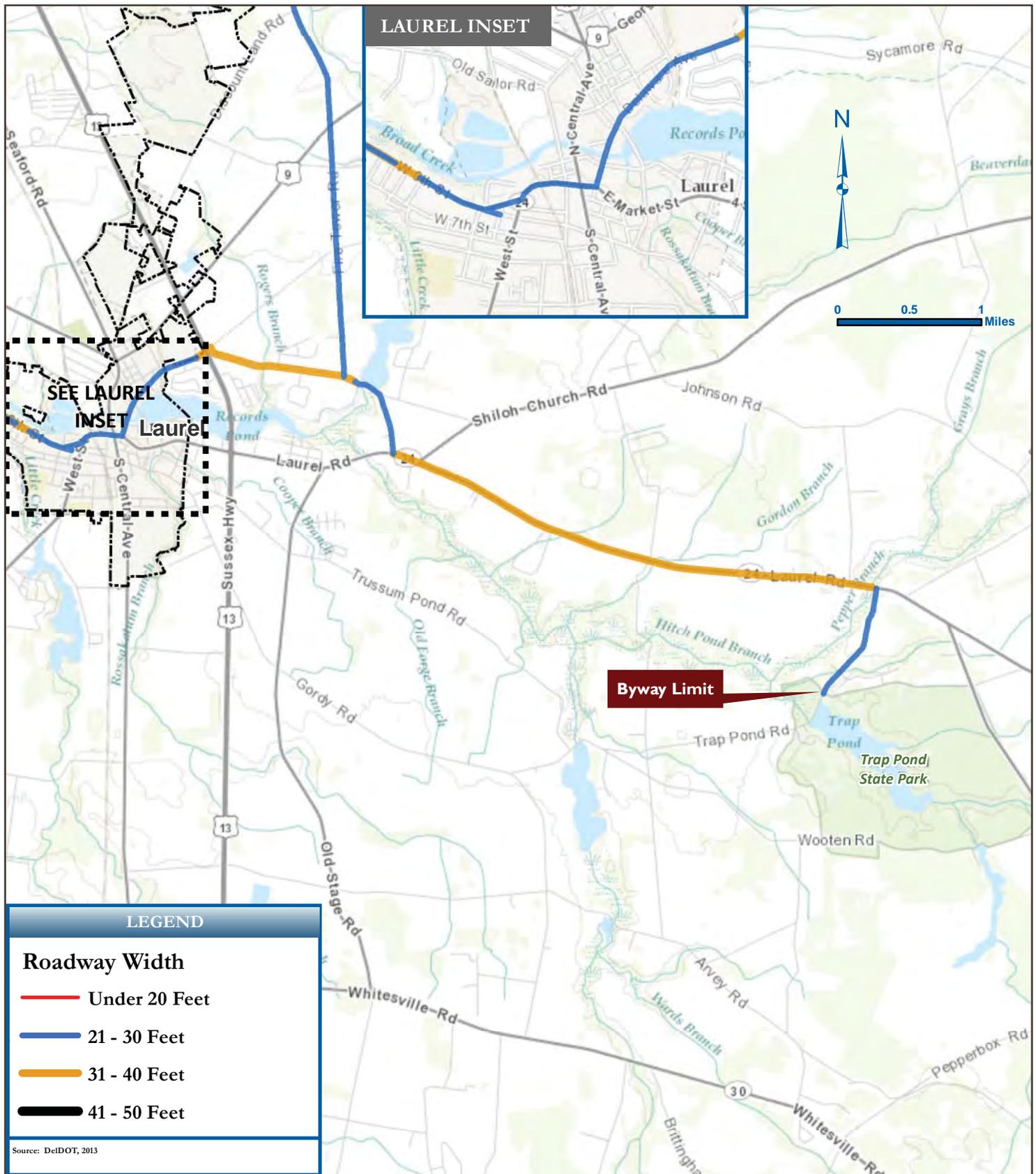


Figure 4-10: Roadway Width – Segment 2

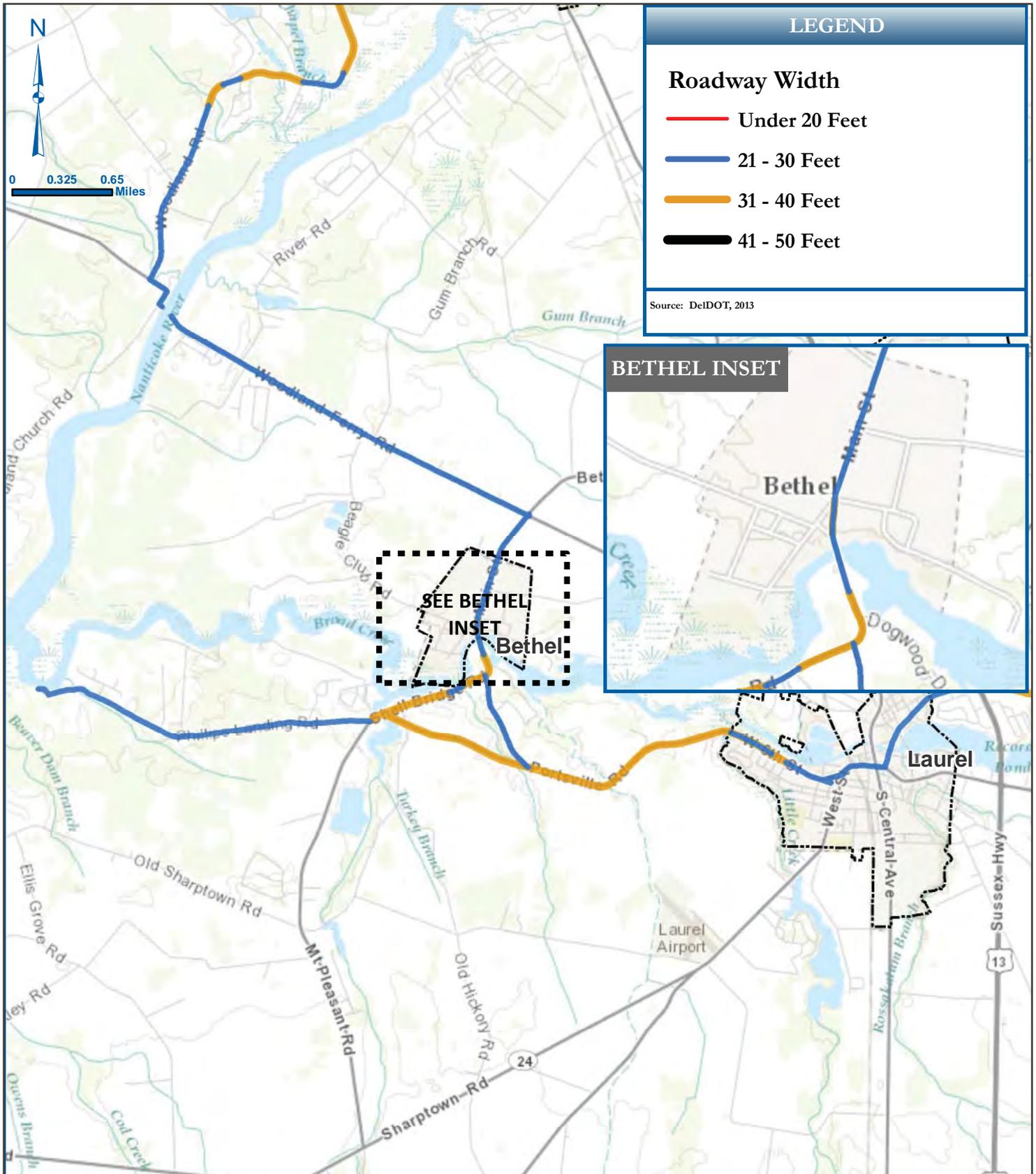


Figure 4-11: Roadway Width – Segment 3

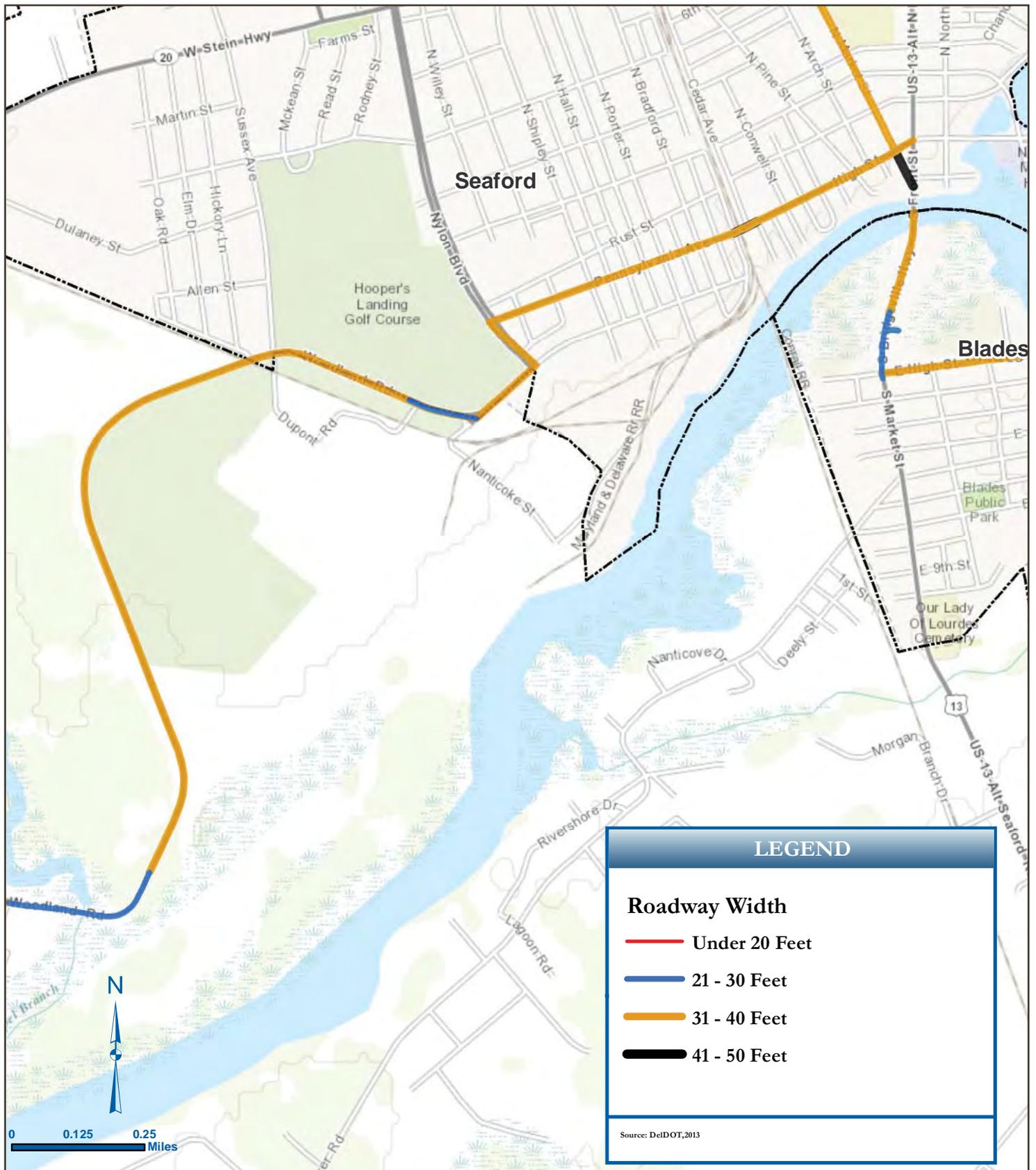


Figure 4-12: Roadway Width – Segment 4

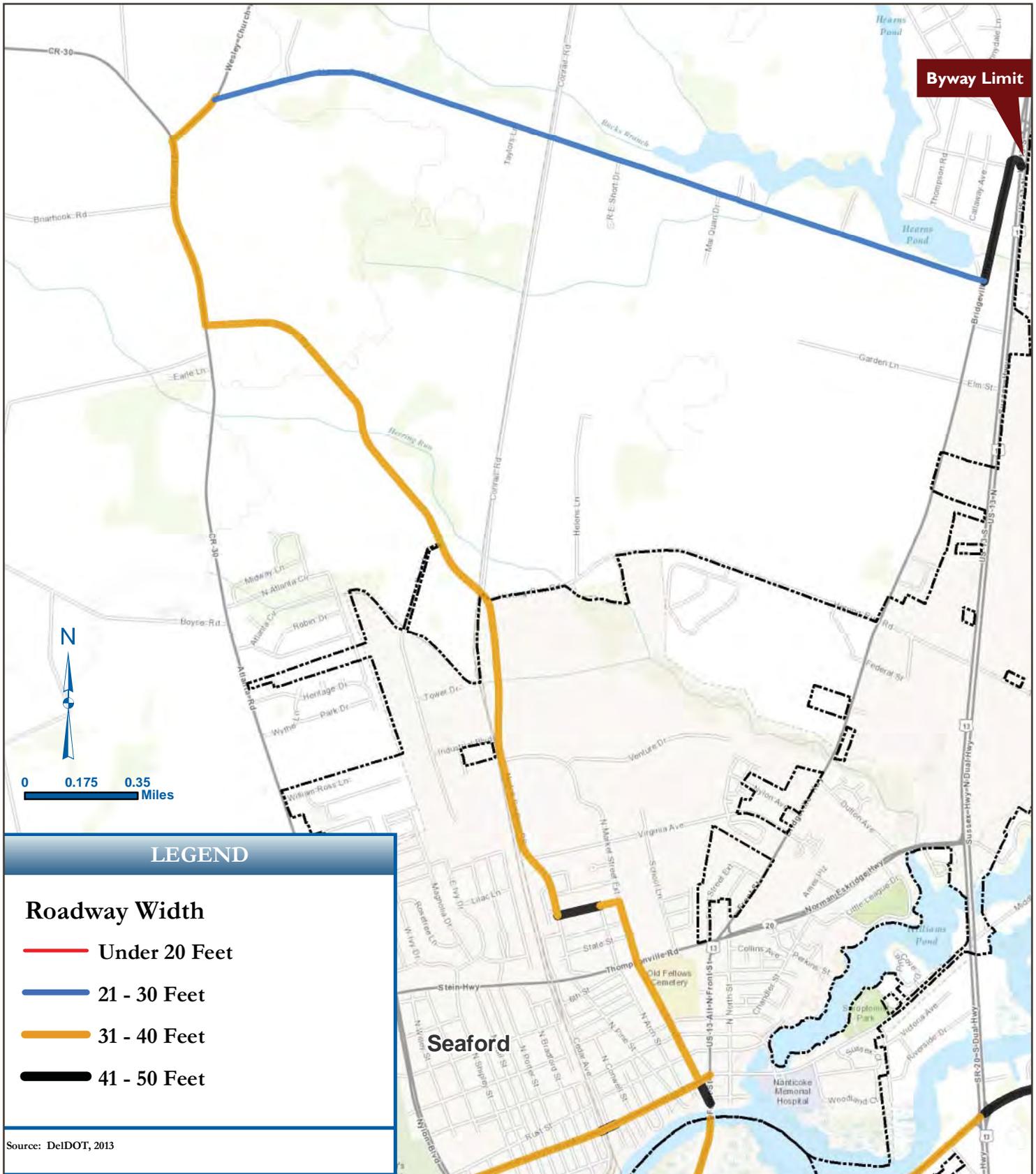
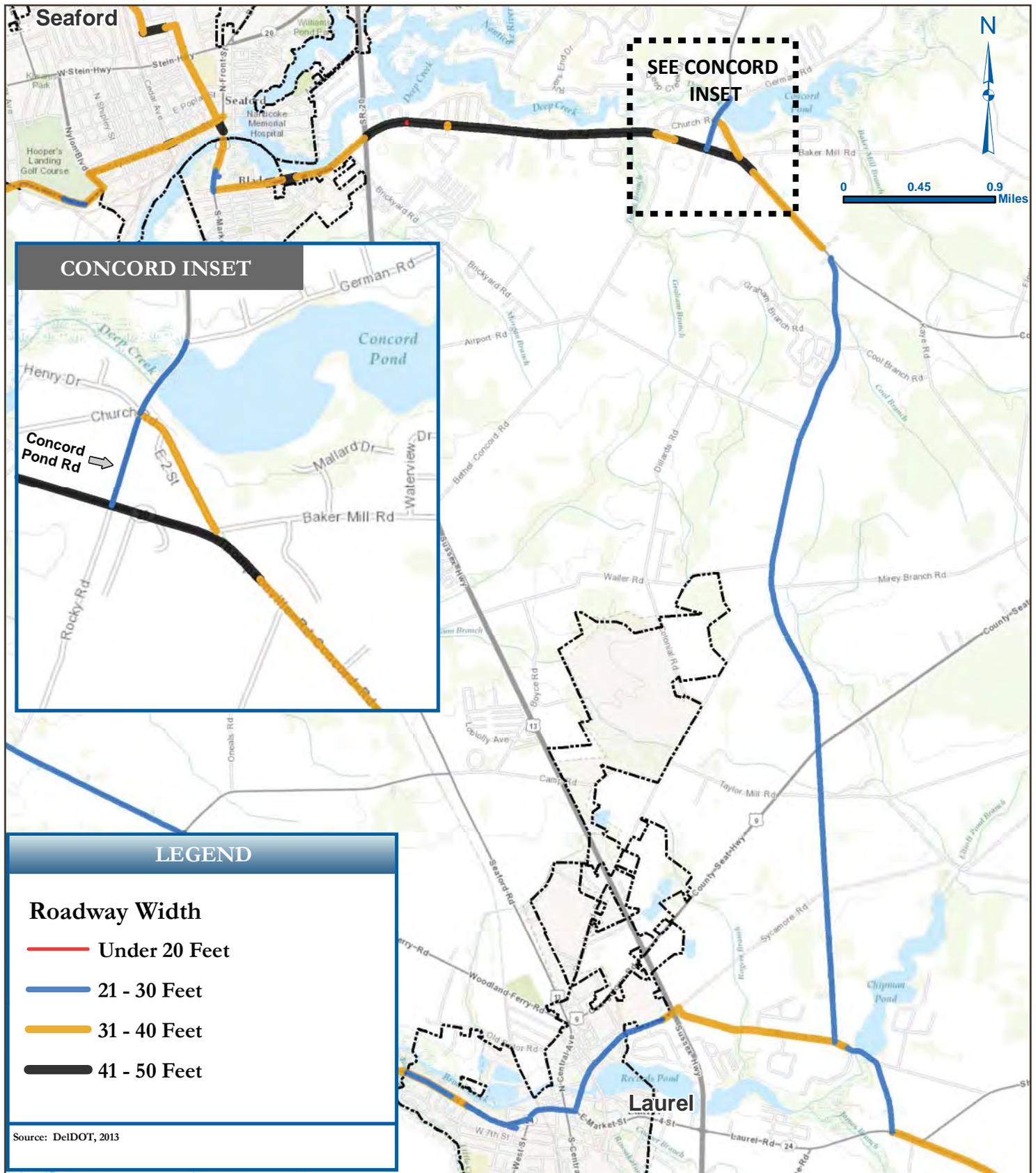


Figure 4-13: Roadway Width – Segment 5



4.1.2 Speed Limits

The speed limits along the corridor are depicted in Figure 4-14, on the following page. Within town/city limits the speed limit is generally 35 mph and 25 mph. When visitors travel along the rural sections, they will experience speeds ranging from 40 mph to 50 mph. If the statutory speed limit in a given area is determined to be too high, DelDOT performs engineering studies in the area to establish a more appropriate limit. Speed limits are enforced by the Delaware State Police and the local (city or county) police force.

The Delaware Code, Title 21, Chapter 41 lists the general speed restrictions along roadways. The following statutory speed limits are currently presented in the Delaware Code: 1) 25mph in business districts; 2) 25mph in residential districts; 3) 50mph on 2-lane roadways; and 4) 55mph on 4-lane roadways and on divided roadways. Scenic Highway designation (State or National) will have no effect on the speed limits assigned to the roadway.

4.1.3 Functional Classification

Functional Classification is the process by which streets and highways are grouped into classes according to the character of traffic service that they are intended to provide. Functional classification allows for the determination of an allowable range of design speed. Further, once a road has been classified, other road characteristics can be established, these include: land width; shoulder width; and type and width of median. There are three (3) main functional classifications: arterial, collector, and local roads. Within these classifications, there are sub-classes of arterials and collectors called major and minor. Arterial roads provide a high level of mobility and access control. Conversely, local roads are classified as such because they provide greater access to adjacent properties, but a low level on mobility. Collector roads serve as the balance between the previously mentioned functional classifications; collectors share traits of both arterial and local roads. The Nanticoke Heritage Byway is comprised of roads classified as major collector, minor collector, and local. These roads provide for medium to low levels of traffic. Functional Classification is displayed in Figure 4-15.

4.1.4 Designated Truck Routes

Delaware DOT does not have a list of designated truck routes. Truck movements are located mainly along major highways and should have minimal impact on the movement and quality of the traveler or commuter along the Nanticoke Heritage Byway corridor. One exception is Main Street through the Town of Bethel which is sometimes used as a short cut by truck traffic. The corridor's Scenic Byway designation will have no anticipated impact on the movement of truck traffic. DelDOT will coordinate with the freight and trucking industry consistently to ensure that any planned improvements related to the Scenic Byway do not adversely affect the trucking operations and travel throughout the region.

Figure 4-14: Speed Limit (Project Study Area)

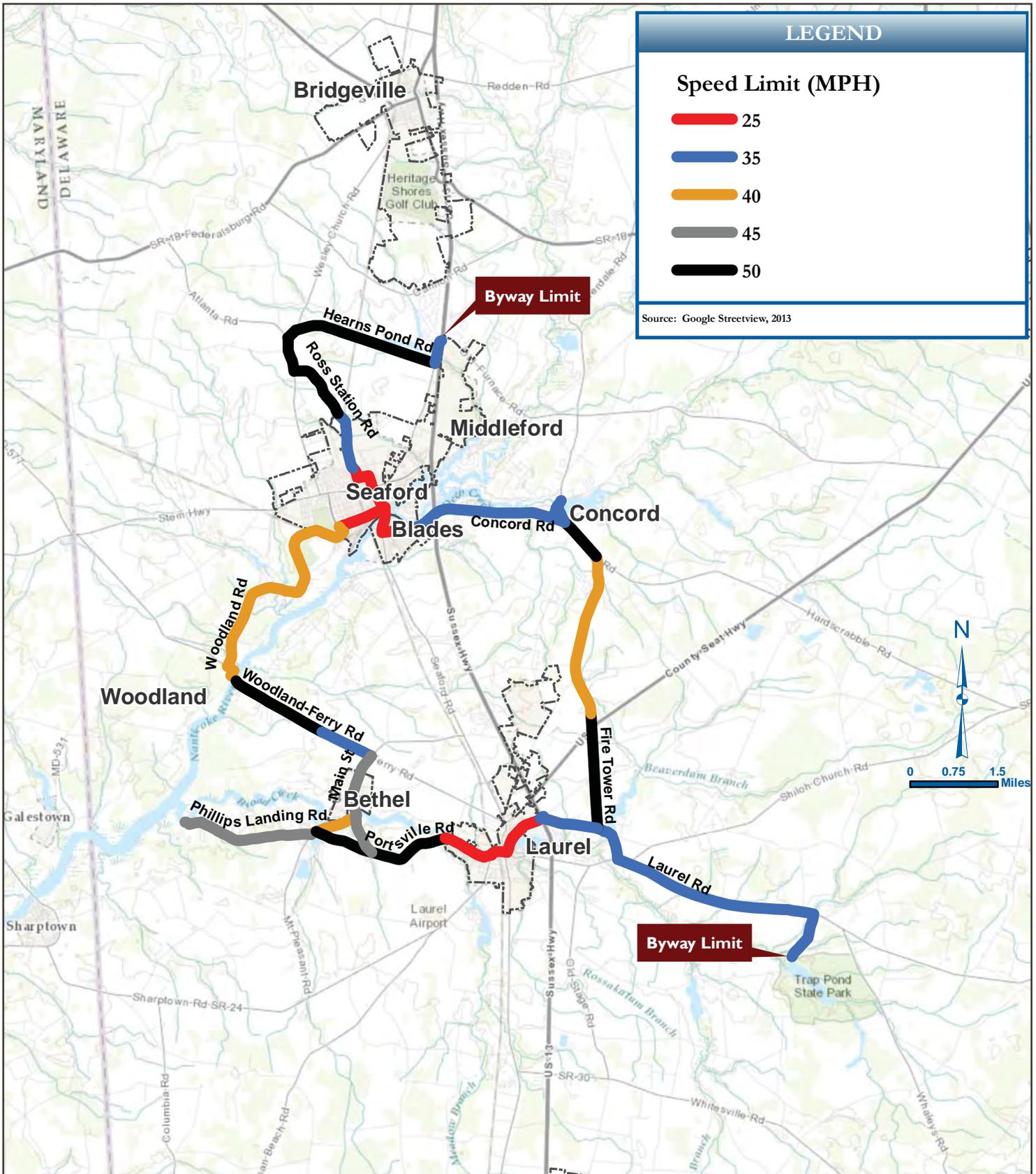
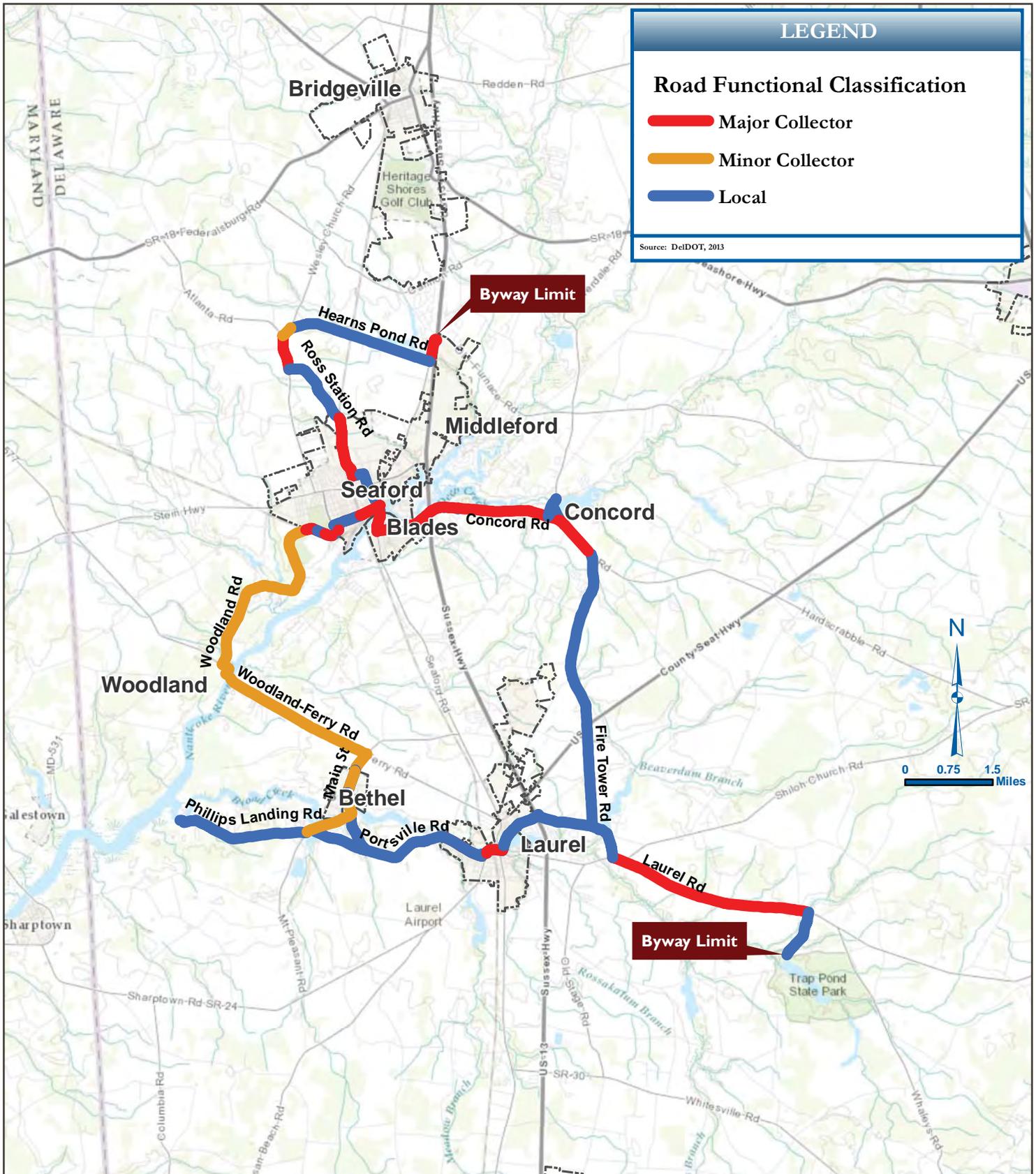


Figure 4-15: Road Functional Classification



4.1.5 Annual Average Daily Traffic (AADT)

Annual Average Daily Traffic (AADT) is the total volume of vehicular traffic on a roadway throughout the entire year divided by 365 days (Annual Volume / 365 = AADT). The AADT of a corridor or roadway provides a snapshot of how many vehicles utilize a roadway on an average daily basis. The AADT for the Nanticoke Heritage Byway is displayed on figures on the following pages.

Traffic volumes are generally low along the corridor. No segments have more than 8,000 vehicles on an average day. The segments with more than 5,000 vehicles on an average day include urban/suburban areas in Seaford and Laurel. Additional areas with more than 5,000 vehicles are along rural routes – Delaware Route 20 (Concord Road) east of Seaford and Delaware Route 24 (Laurel Road) near Trap Pond State Park.

A measure associated with traffic volume is Level of Service (LOS). While LOS analysis is not available along the corridor, the low levels of traffic likely result in a good LOS. This means that travelers likely do not experience congestion along the corridor with an exception being occasional minor congestion at the intersections of US 13 in downtown Seaford and Laurel. If there is some congestion along some roads, it is likely brief, and seasonal or event related.

The current traffic volumes along the corridor signify that the corridor can likely handle the anticipated traffic as a result of Scenic Byway designation. The anticipated increase in traffic as a result of Scenic Byway designation has not been quantified, nor is it part of this CMP to do so. However, it has been observed that Scenic Byway designation in the United States does not generally create a noticeable increase on traffic volumes.

Figures 4-16 – 4-21 display the AADT for the entire study area and each segment of the Byway.



Figure 4-16: Annual Average Daily Traffic (Project Study Area)

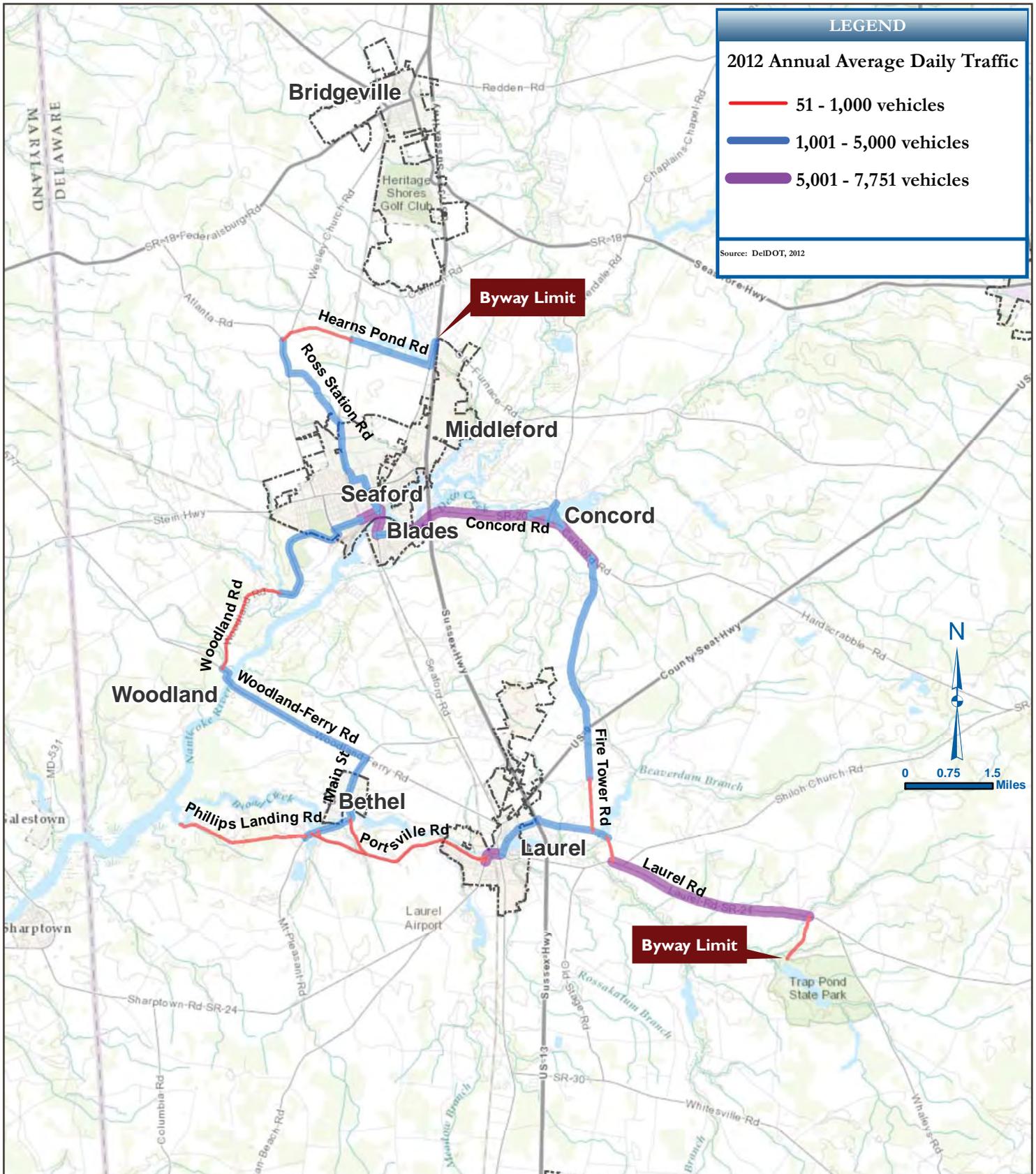


Figure 4-17: Annual Average Daily Traffic – Segment 1

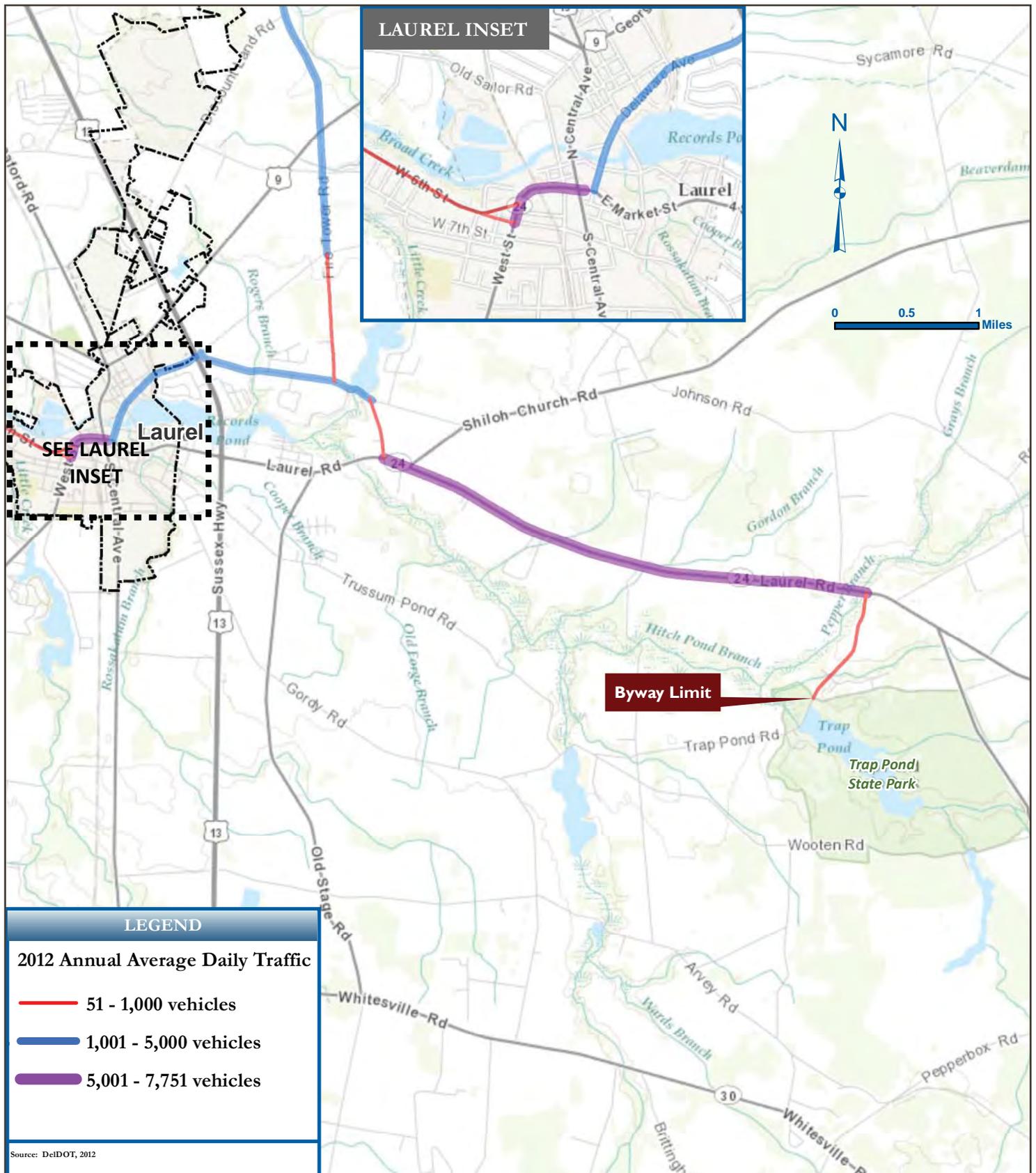


Figure 4-18: Annual Average Daily Traffic – Segment 2

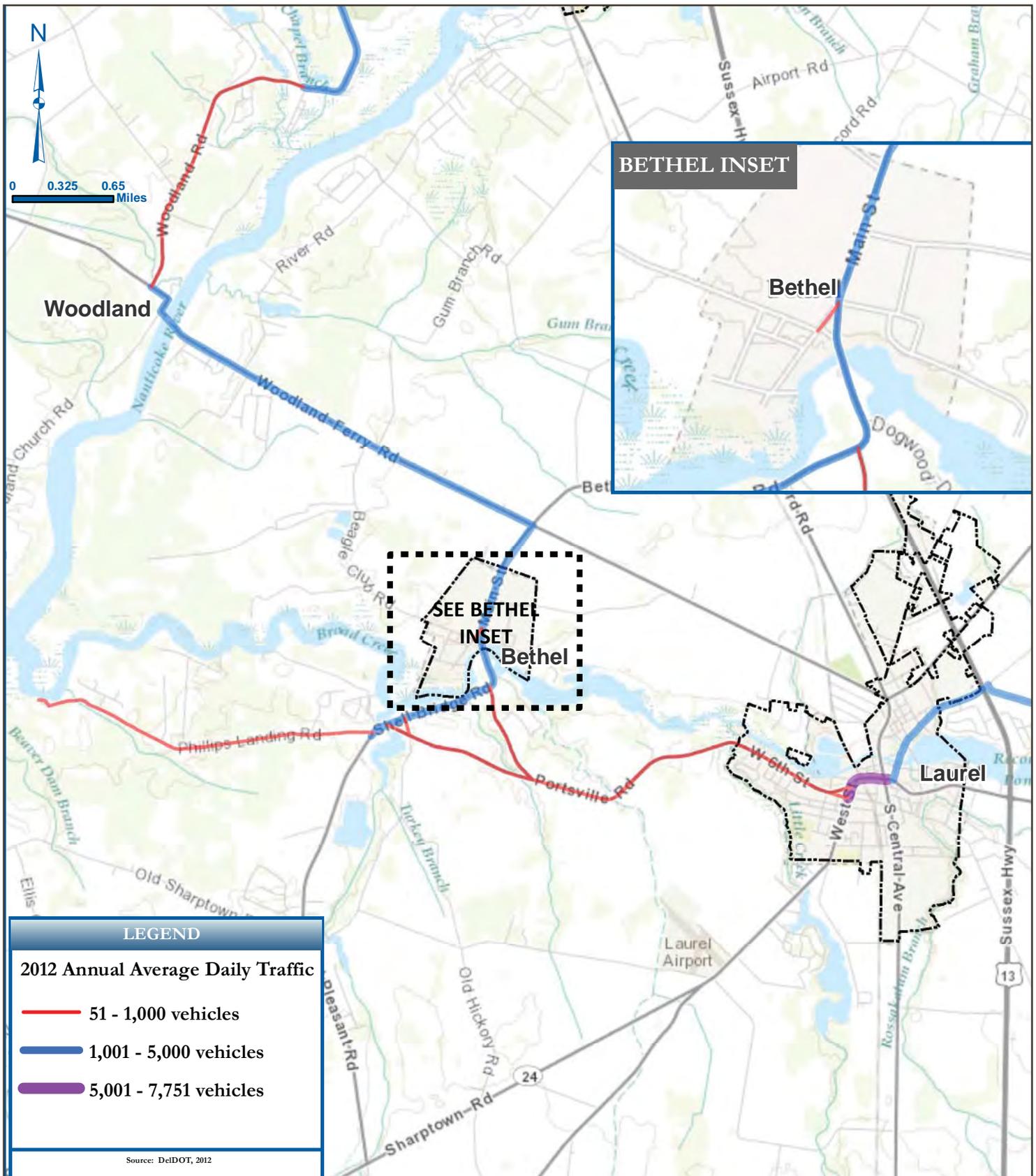


Figure 4-19: Annual Average Daily Traffic – Segment 3

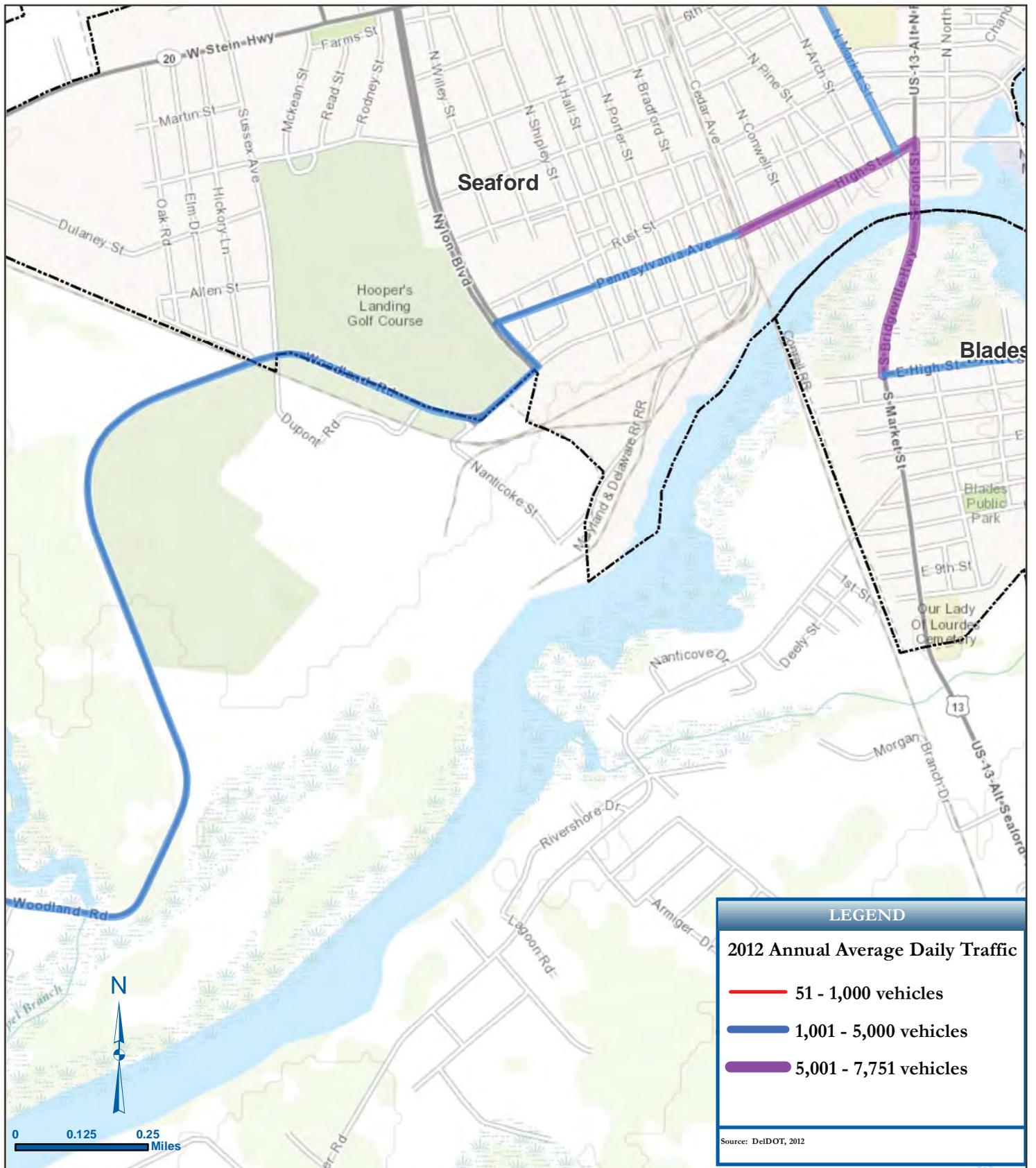


Figure 4-20: Annual Average Daily Traffic – Segment 4

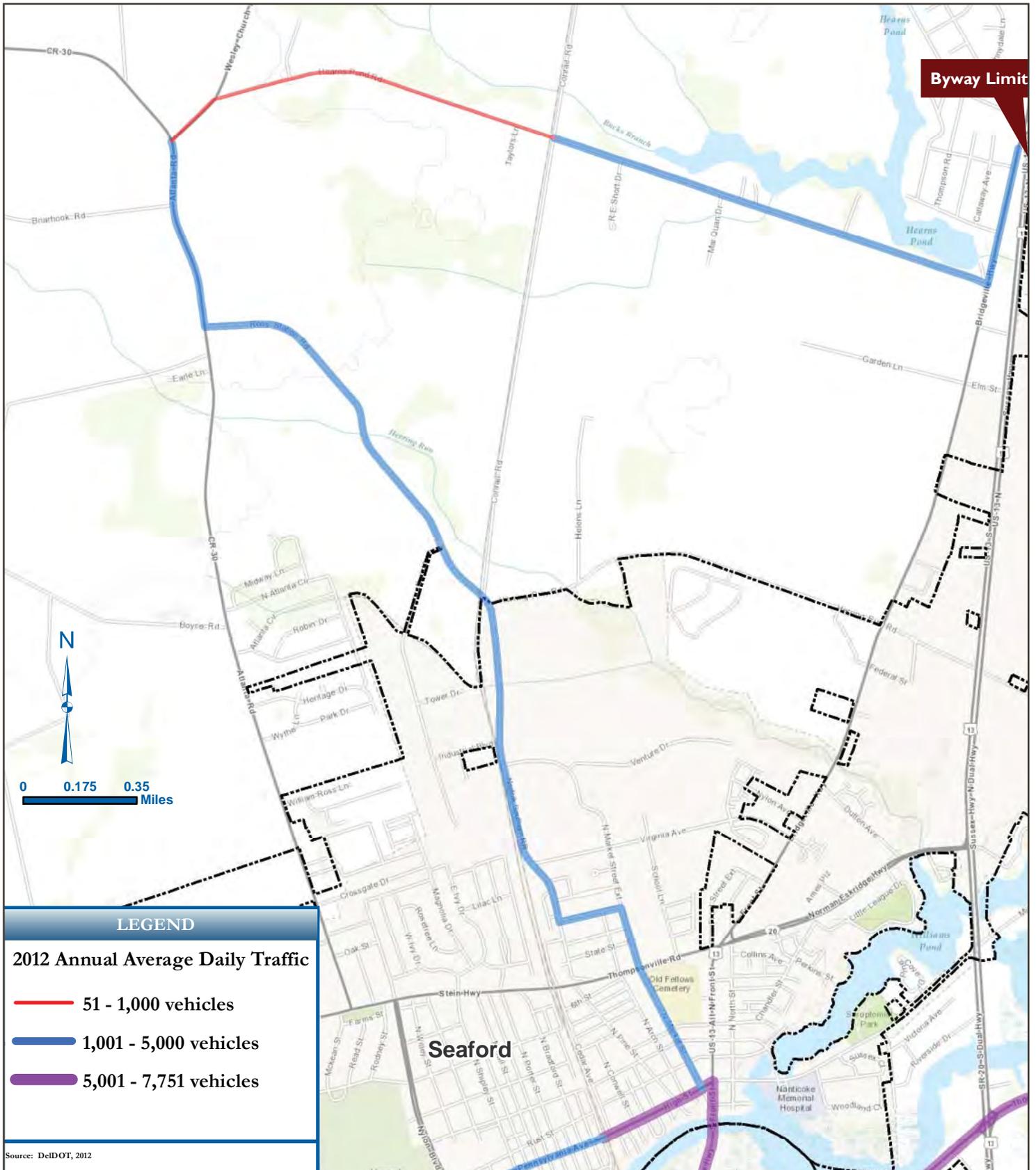
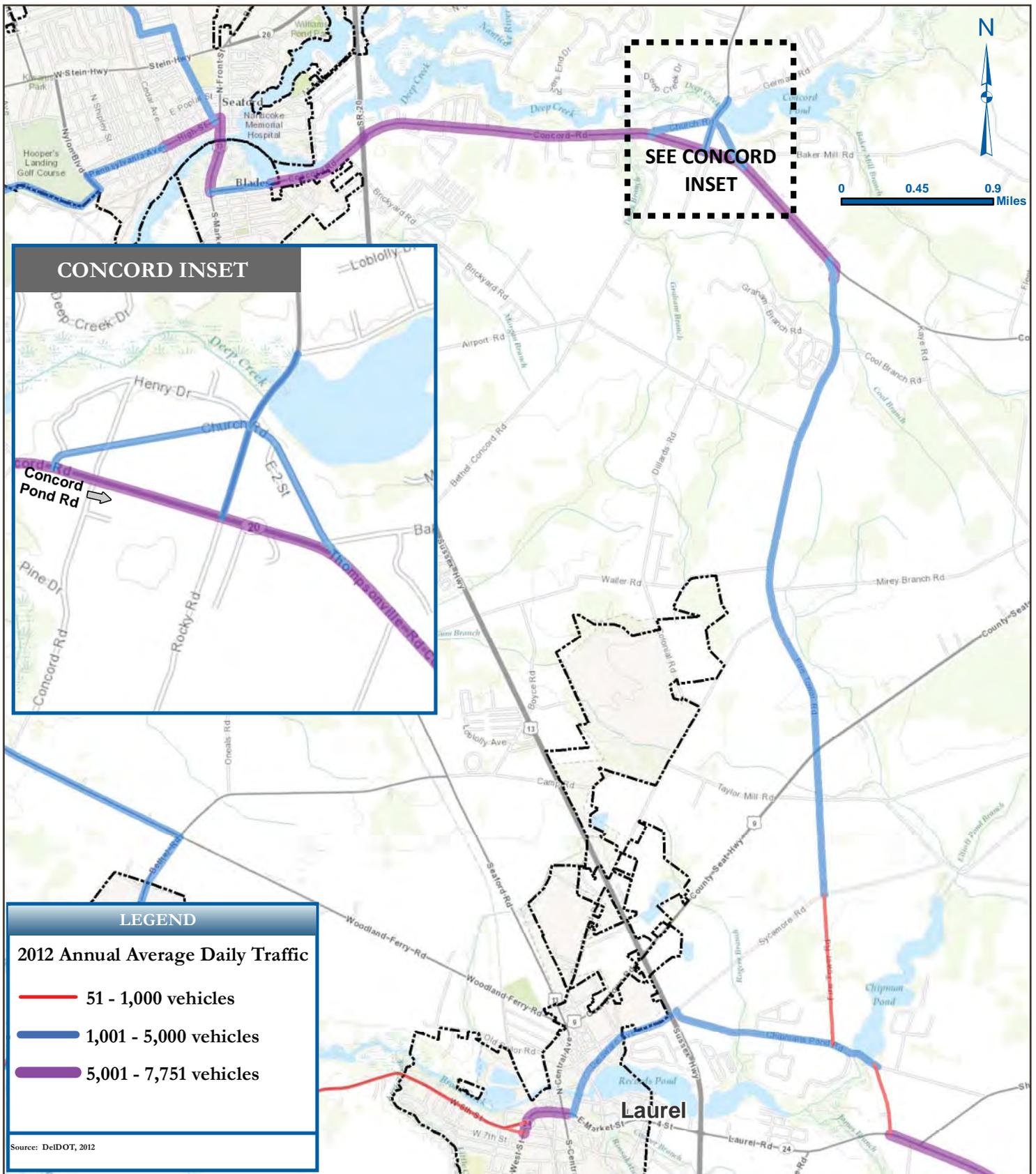


Figure 4-21: Annual Average Daily Traffic – Segment 5



4.1.6 Shoulder Type and Width

A road shoulder is a reserved area at the edge of the traveling lanes that can be used in the event of an emergency or breakdown. It acts as a buffer between the main thoroughfare and the edge of the road. The shoulder type along a roadway is very important when viewing safety and planning for future projects. Shoulders serve a number of importation functions, including: space for disabled vehicles; space for enforcement activities; space for vehicle maintenance; an area for drivers to maneuver to avoid incidents; and provide bicycle accommodation. The Nanticoke Heritage Byway has a variety of shoulder types. A review of the shoulder types along the corridor shows that a majority of the corridor has either a soil surface or an asphalt/concrete mix. Due to the possible increase in tour bus and RV traffic it is critical to have shoulders that provide enough roadway width and solid surfaces on the shoulder of the travel lanes. When the corridor enters developed areas, the shoulder type tends to transition to curb, gutter and sidewalk. This provides increased safety for cyclists and pedestrians and meets universal standards for roadway design. Based on the functional classification of the roads that comprise the Byway, the American Association of State Highway and Transportation Officials (AASHTO) recommend a shoulder width of 2-8 feet.

When examining shoulder widths, the corridor is found to generally have widths of that range from 10-16 feet. However, there are some areas along the corridor where the shoulder width is 2-feet or less, which is not accommodating to bicyclists, tractors and farm equipment (for allowing vehicles to pass), RVs, tour buses and pedestrians. Bicycle and pedestrian safety and improvements are discussed in other sections of this Corridor Management Plan.

4.1.7 Seasonal Traffic Patterns

The Nanticoke Heritage Byway and the State of Delaware in general, experience peak travel seasons in May through October. As the following table shows, the average temperatures and precipitation during this time of year are moderate and ideal for travel activities.

Figure 4-22: Annual Weather Averages for the Corridor

	Avg. High	Avg. Low	Mean	Avg. Precipitation
Jan	44°	27°	35°	3.4 in
Feb	45°	27°	36°	3.2 in
Mar	54°	34°	44°	4.0 in
Apr	65°	43°	54°	3.5 in
May	75°	53°	64°	3.8 in
Jun	83°	62°	72°	3.5 in
Jul	83°	67°	77°	4.6 in
Aug	85°	65°	75°	5.1 in
Sep	79°	59°	69°	3.7 in
Oct	68°	48°	58°	3.0 in
Nov	57°	38°	47°	3.3 in
Dec	46°	29°	37°	3.3 in

(Source: www.weatherbase.com)

4.1.8 Bridges

Bridges are important to assess as part of the Background Conditions section as these vital pieces of infrastructure are not only significant for travelling along the corridor, but they can also be used for scenic views, hobbyists, and are sometimes used as key landmarks along the corridor. For visitors engaging in these types of activities on or around bridges, safety should be a priority and parking can be difficult in some locations. Bridge locations are displayed in Figure 4-24.

There are three bridges that are eligible for the National Register of Historic Places as displayed in the Figure 4-23.

Figure 4-23: Potential Historic Bridges along the Nanticoke Heritage Byway

Bridge Name	Location	Type	Year Built
Nanticoke River and Front Street Bridge #3-151	Seaford	Steel	1926
Norfolk Southern RR and High Street Bridge #3-258	Seaford	Continuous Concrete	1941
Clear Brook and Bridgeville Highway Bridge #3-202	North of Seaford	Concrete	1919
Poplar Street Bridge over Broad Creek	Laurel	Steel	1886 (moved to current location in 1946)
Railroad Bridge over Broad Creek	Laurel	Steel	Late 19th Century
Central Avenue Bridge over Broad Creek	Laurel	Steel	1923

(Source: DelDOT)

4.1.9 Intrinsic Resource Accessibility

Table 4.1.9 assesses the accessibility of the Nanticoke Heritage Byway's intrinsic resources. The accessibility rating, provided for each resource, measures the ease in which Byway travelers may approach, reach, and/or enter their destination. Accessibility Rating is measured on a scale of 1 – 5; 1 being not easily accessible and 5 being the most accessible.

Intrinsic Resource ID	Resource Name	Accessibility Rating
Bethel		
16	Bethel Heritage Museum	3
12	Bethel Historic District	4
15	Bethel Memorial Park	4
14	Bethel Store	4
11	Phillips Landing State Park & Captain John Smith Memorial	5
13	Sailor's Bethel Methodist Church and Graveyard	4
Laurel		
4	Chipman's Mill	5
9	Christ United Methodist Church	5
10	DuPont Factory Workers Homes-Built 1885	2
7	Historic Laurel	5
6	Laurel Heritage Museum	3
3	Old Christ Church	4
2	Ross Point School	-
5	Spring Garden	4
8	St. Philip's Protestant Episcopal Church	5
1	Trap Pond State Park	5
Seaford		
29	Cannon-Maston House	3
26	Edgar and Rachel Ross House	5
25	First National Bank of Seaford	5
21	Former DuPont Factory	2
31	Harriet Tubman Marker	4
30	Hearn and Rawlins Mill	4
24	Historic Seaford	5
28	Ross Mansion and Plantation	5
23	Seaford Museum	5
22	Seaford Train Station Complex	3
27	St. Luke's Protestant Episcopal Church	5
Woodland		
19	Cannon Hall	5
18	Woodland Ferry	3
20	Woodland Methodist Church and Cemetery	4
17	Woodland Park	3
Concord		
33	Concord Pond Dam	2
32	Pine Grove Furnace Site	2

4.2 Existing Land Use

Land use along the Nanticoke Heritage Byway is mostly agriculture, open space, and residential (see figures on the following pages). Commercial areas exist in Laurel and Seaford along the route. Industrial uses also exist in limited amounts in Laurel and Seaford, as well as in limited places elsewhere along the corridor.

In general, the largely rural, low density land uses create a picturesque corridor that provides a beautiful landscape for travelers to experience.

The land uses found along the corridor do not create any impacts on the Scenic Highway, and vice-versa. These land uses will complement each other, and it is not anticipated that any significant changes in future land use will occur along the corridor. In addition, it is not anticipated that the Nanticoke Heritage Byway will cause any significant changes to the land uses found throughout the corridor and the region. The land uses provide adequate opportunity for the implementation goals of this CMP.

4.2.1 Protected and Preserved Lands

The Delaware Department of Natural Resources and Environmental Control (DNREC) own and protect several lands along the corridor (Figures 4-31 – 4-36).

In 1990 the Delaware Land Protection Act established an Open Space Program. The Open Space Program oversees the protection of over 57,000 acres of State Resource Areas. These areas are permanently protected through the buying of various state lands including parks, fish and wildlife areas, forests, nature preserves and cultural sites. Many State Resource Areas are not protected through acquisition – the intent has not been to purchase all State Resource Areas. Rather, the purpose of the program is to guide state acquisition of open space from willing sellers and to be incorporated by counties in their land use plans.

The high number of protected and preserved agricultural and natural resources along the corridor ensures that visitors will experience the pristine rural landscape for years to come.

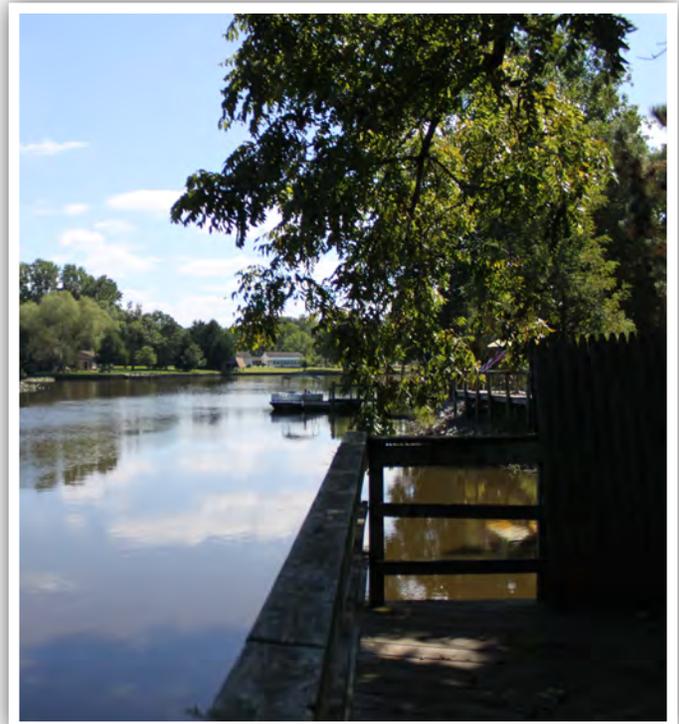
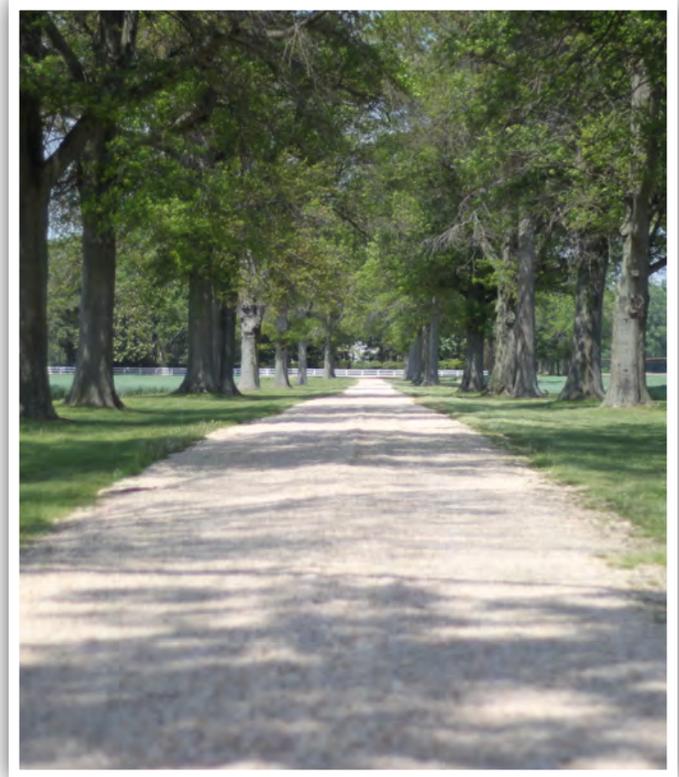


Figure 4-25: Existing Land Use (Project Study Area)

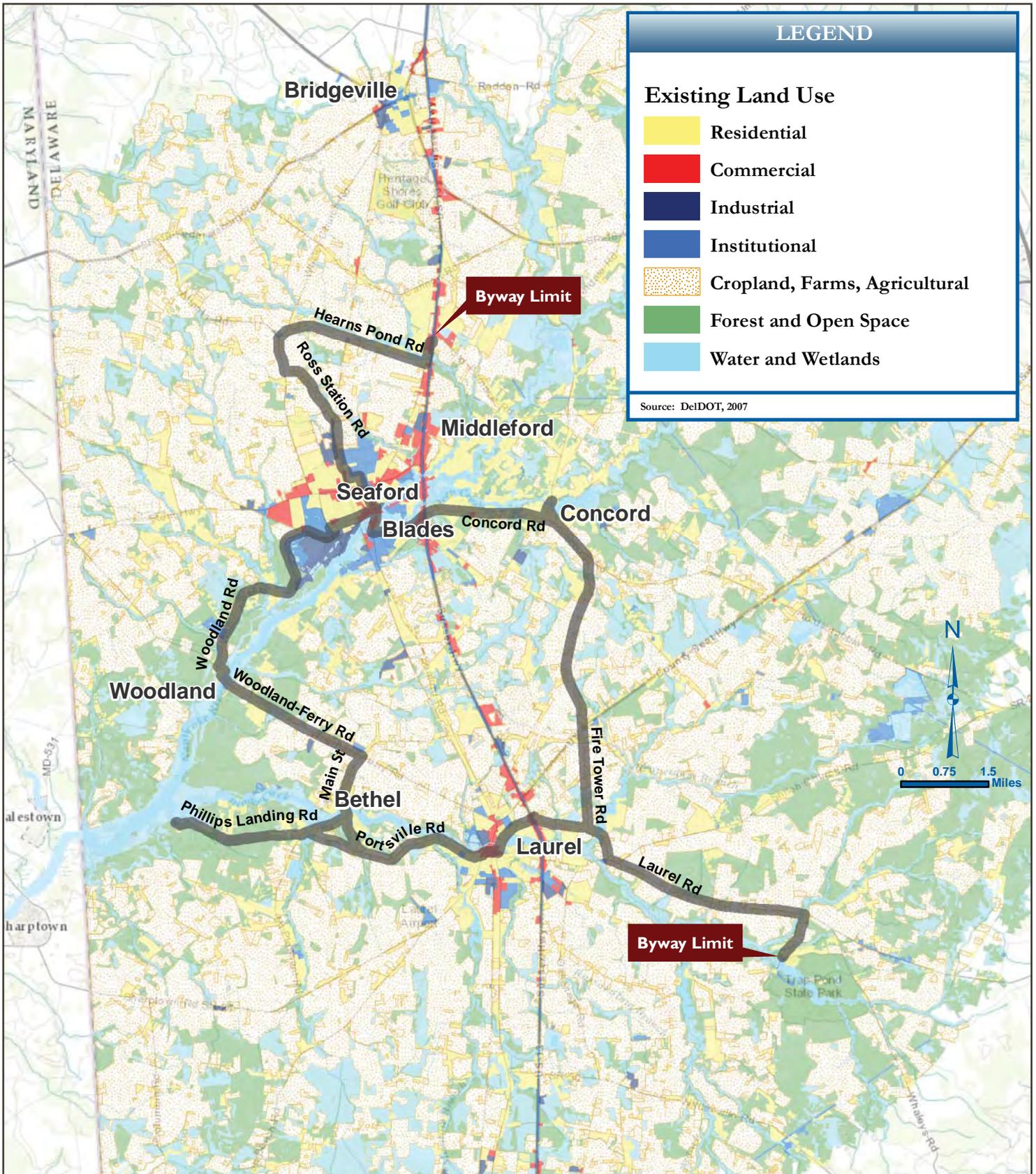


Figure 4-26: Existing Land Use Segment – 1

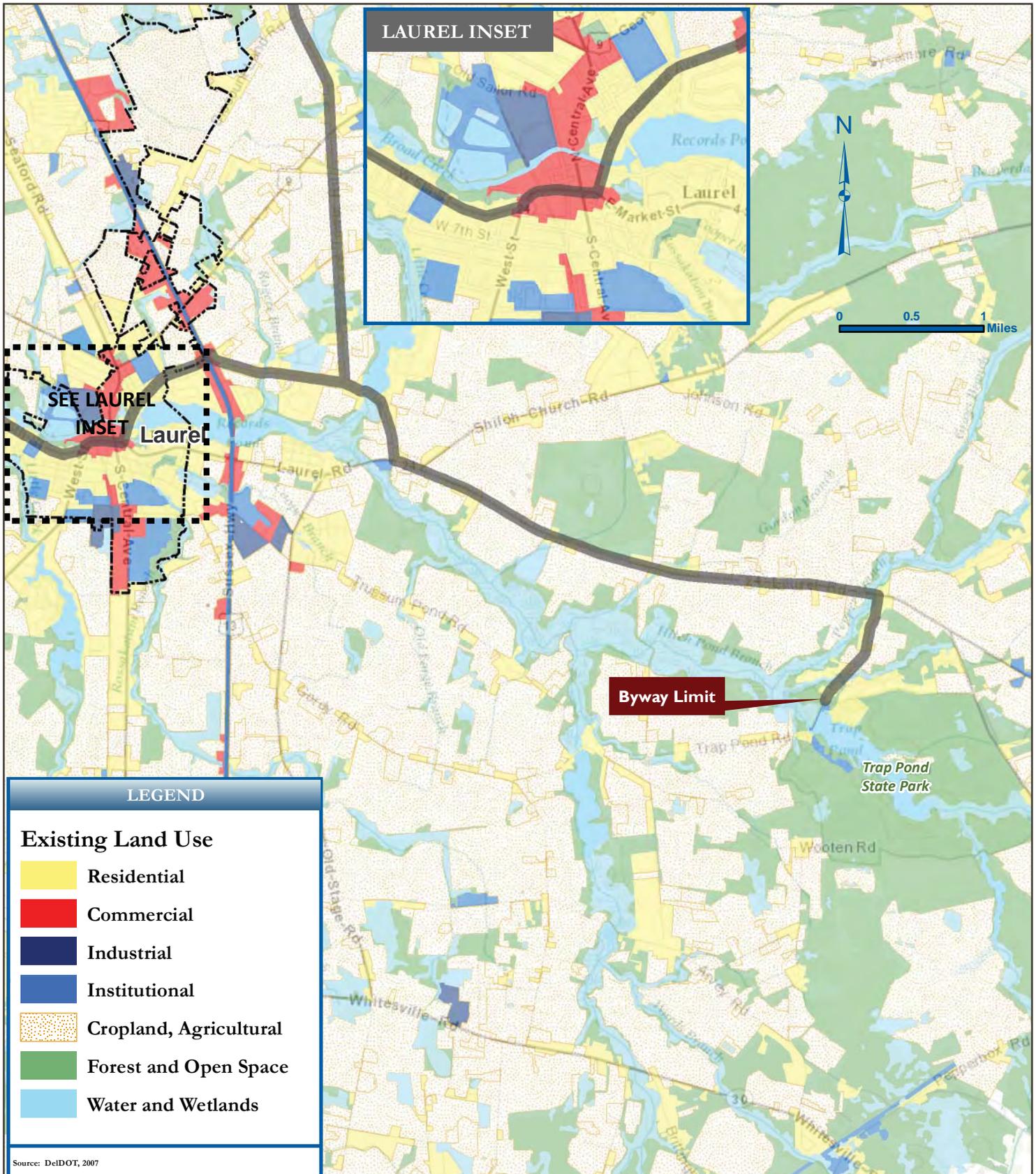


Figure 4-27: Existing Land Use Segment – 2

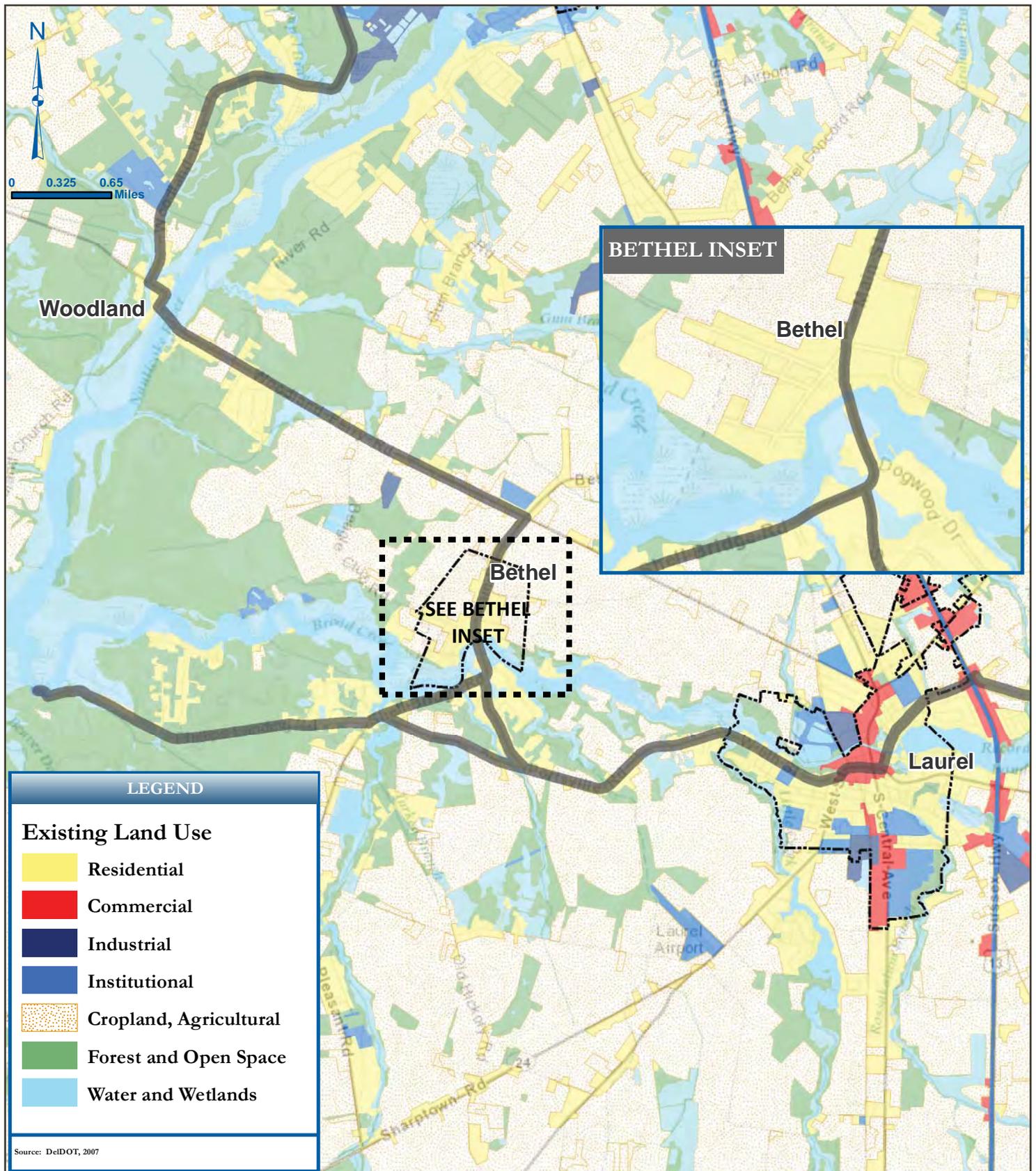


Figure 4-28: Existing Land Use Segment – 3

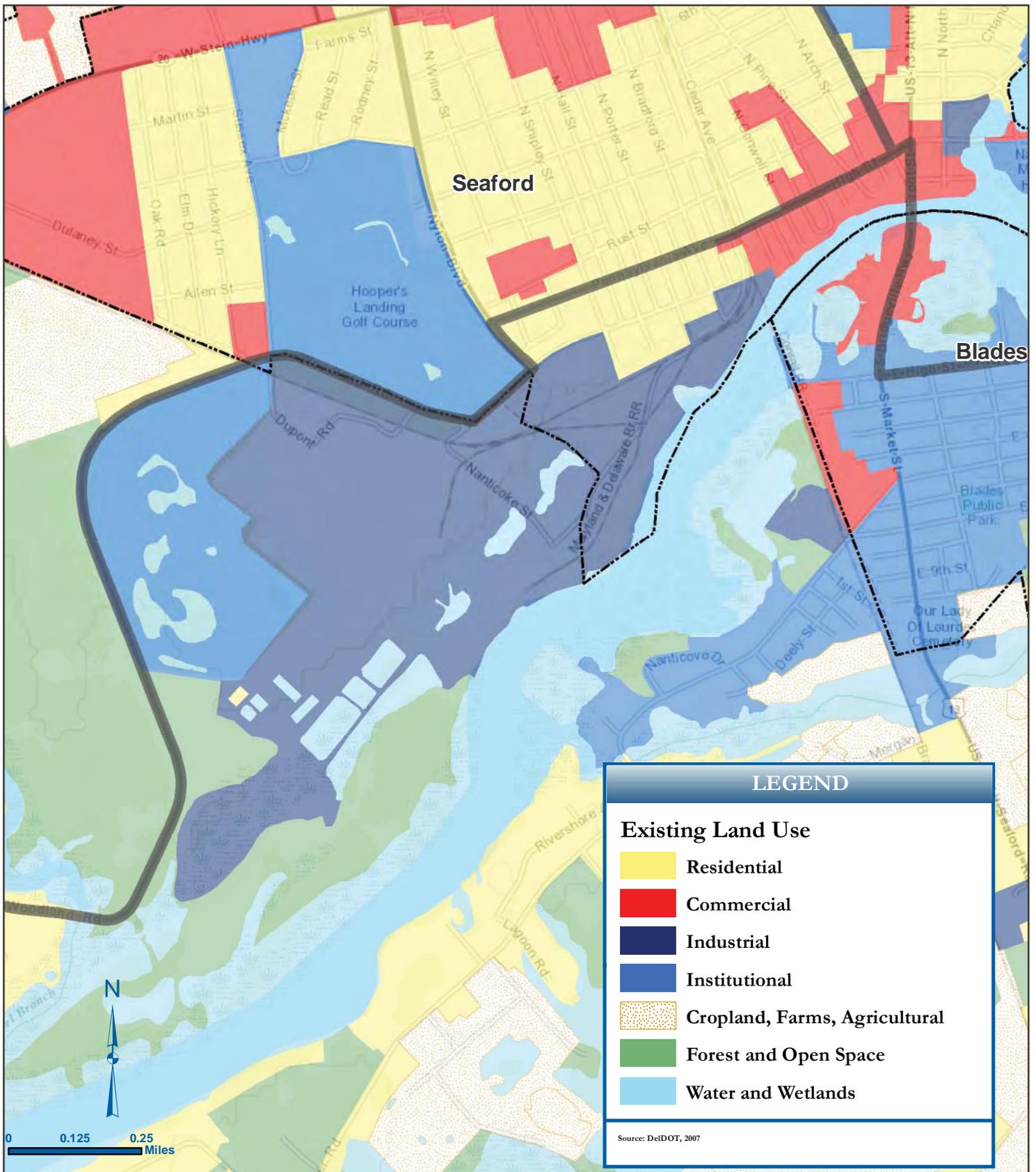


Figure 4-29: Existing Land Use Segment – 4

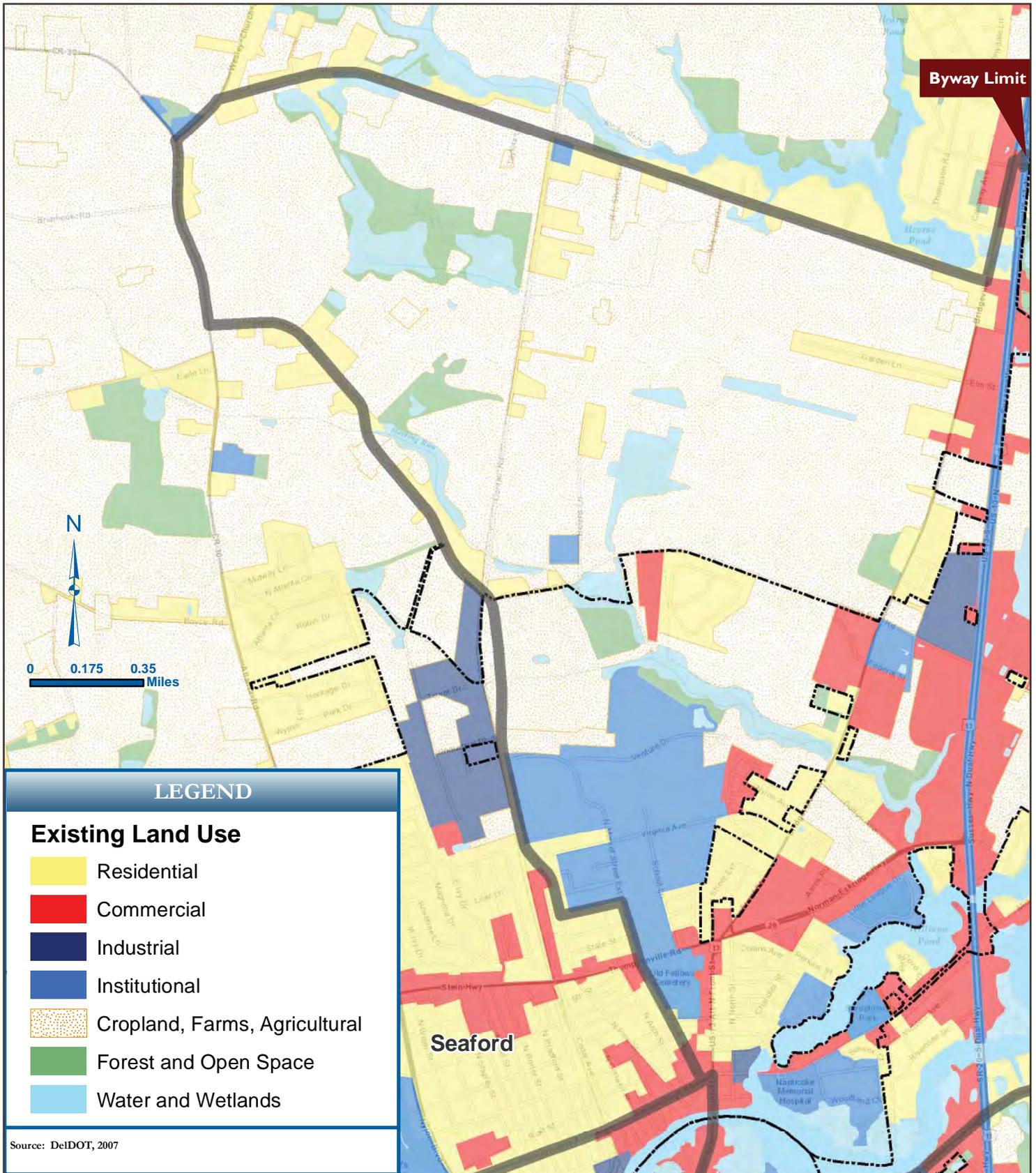


Figure 4-30: Existing Land Use Segment – 5

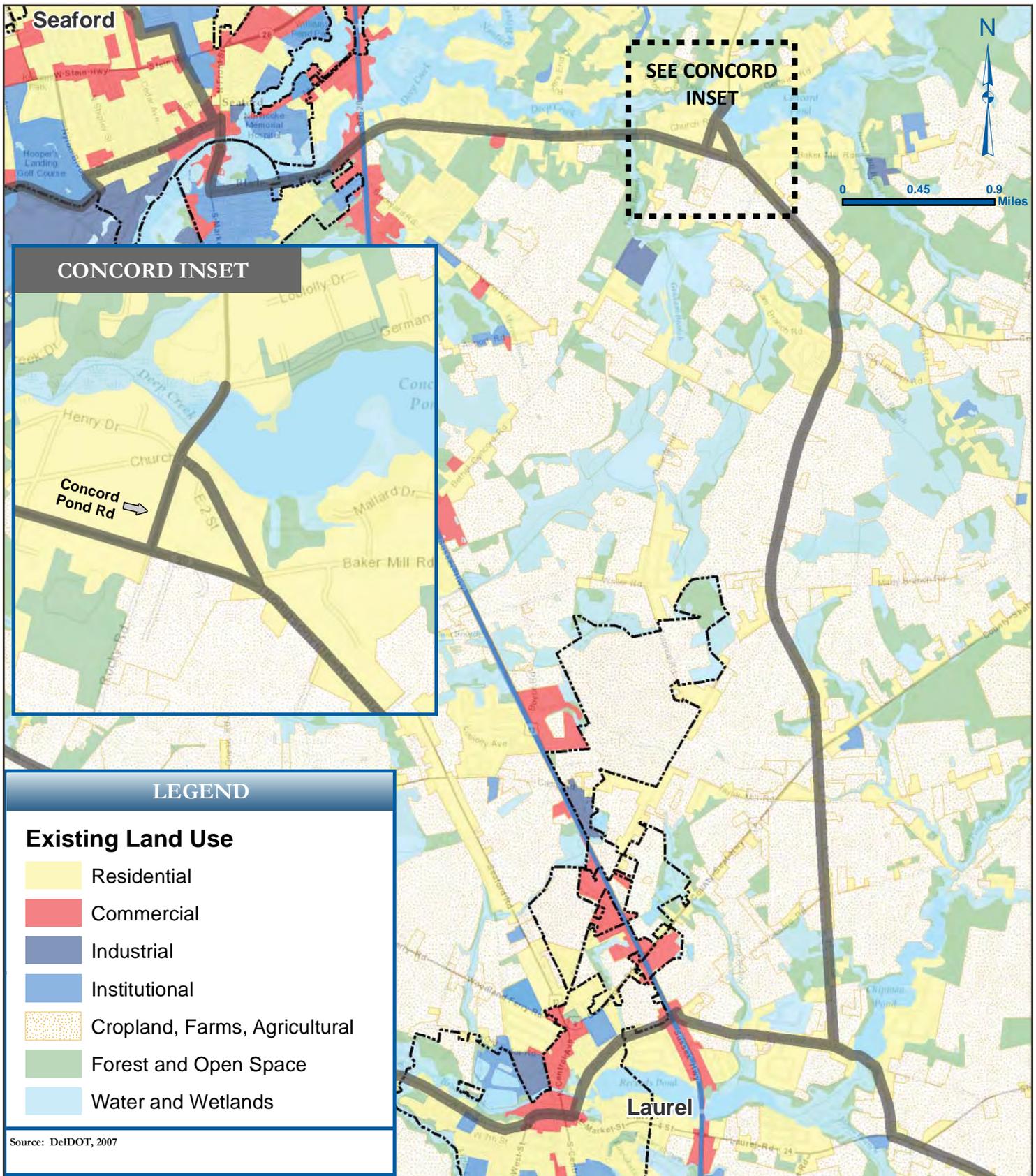


Figure 4-31: Protected Lands and Preservation (Project Study Area)

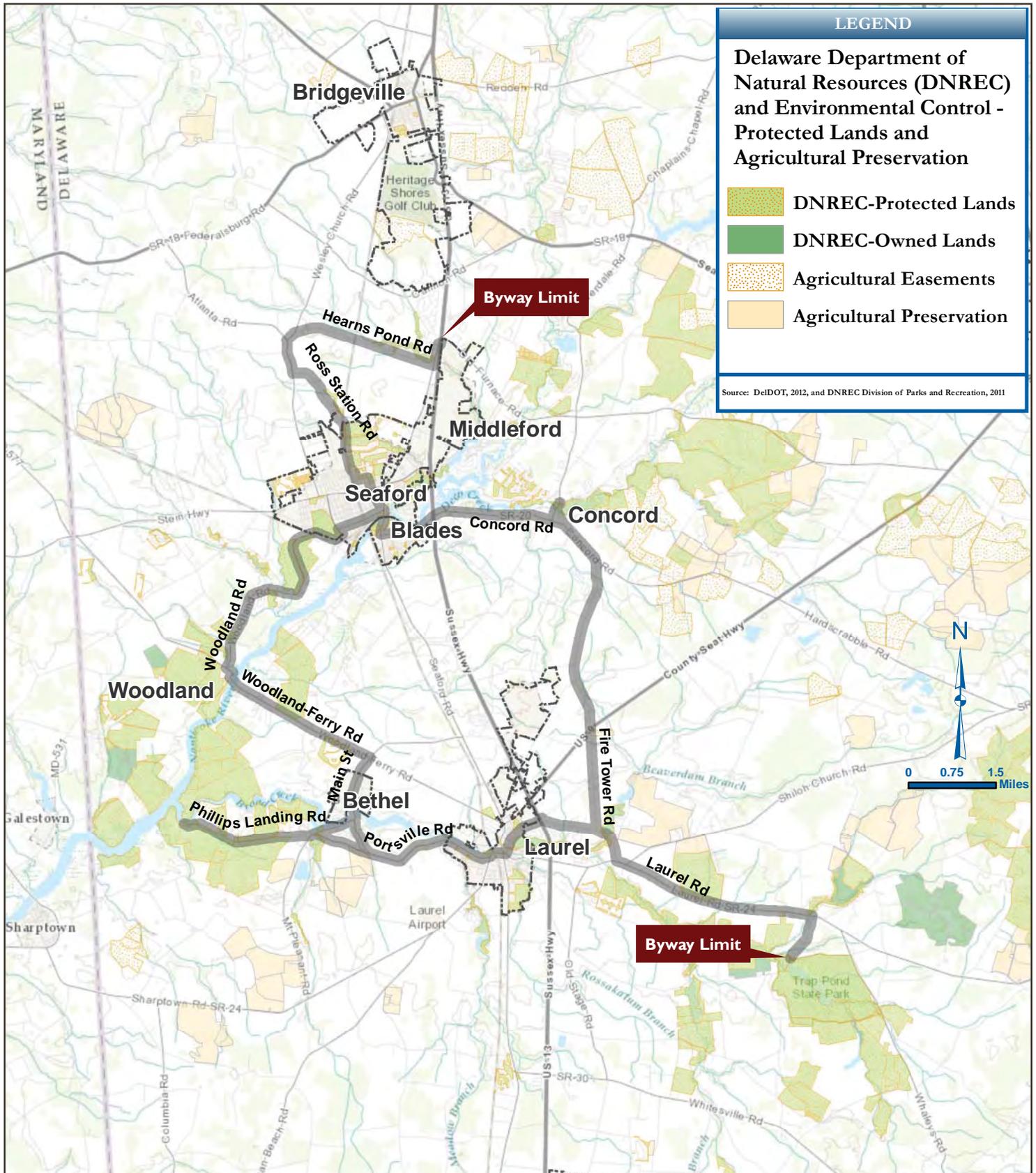


Figure 4-32: Protected Lands and Preservation Segment 1

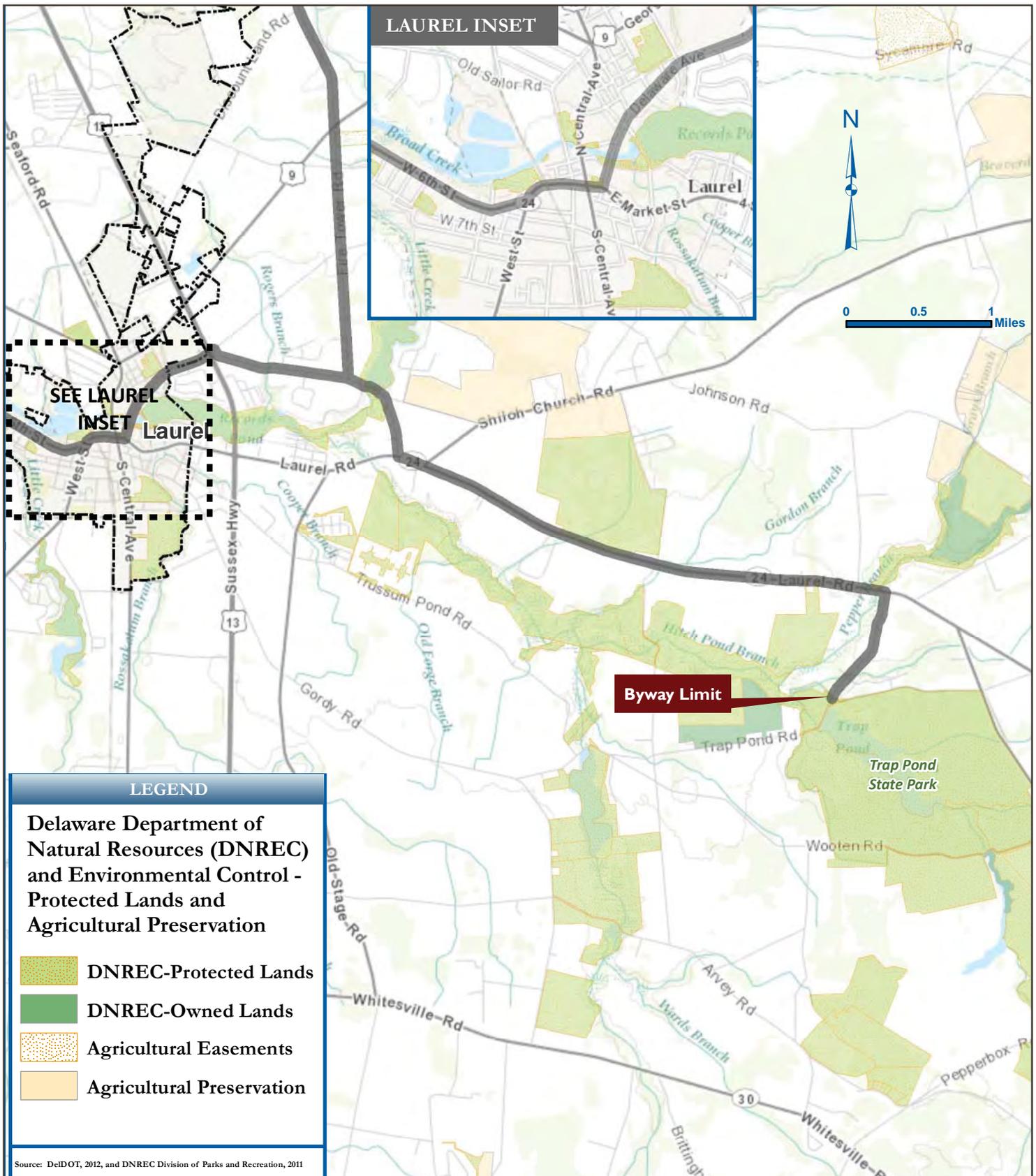


Figure 4-33: Protected Lands and Preservation Segment 2

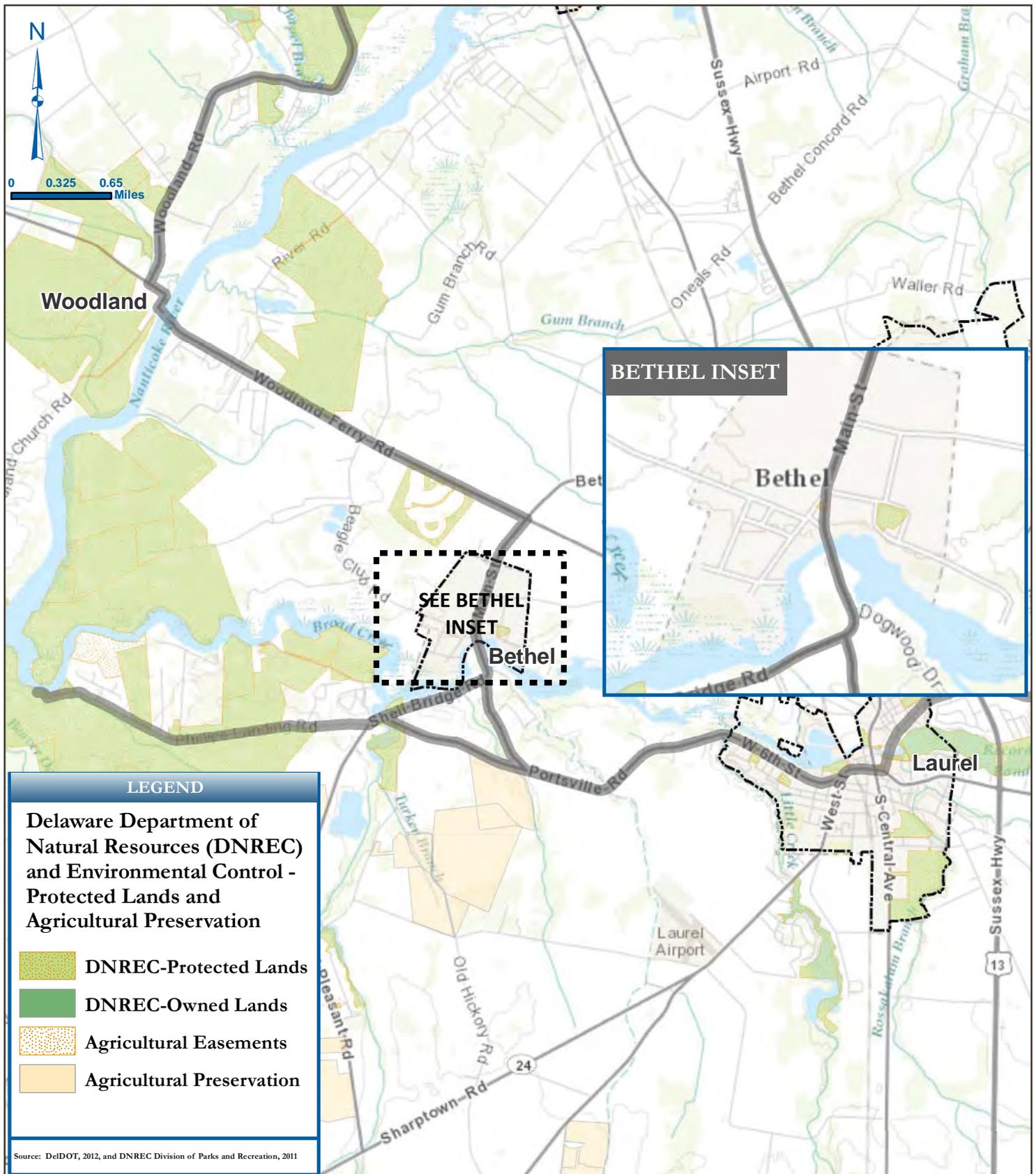
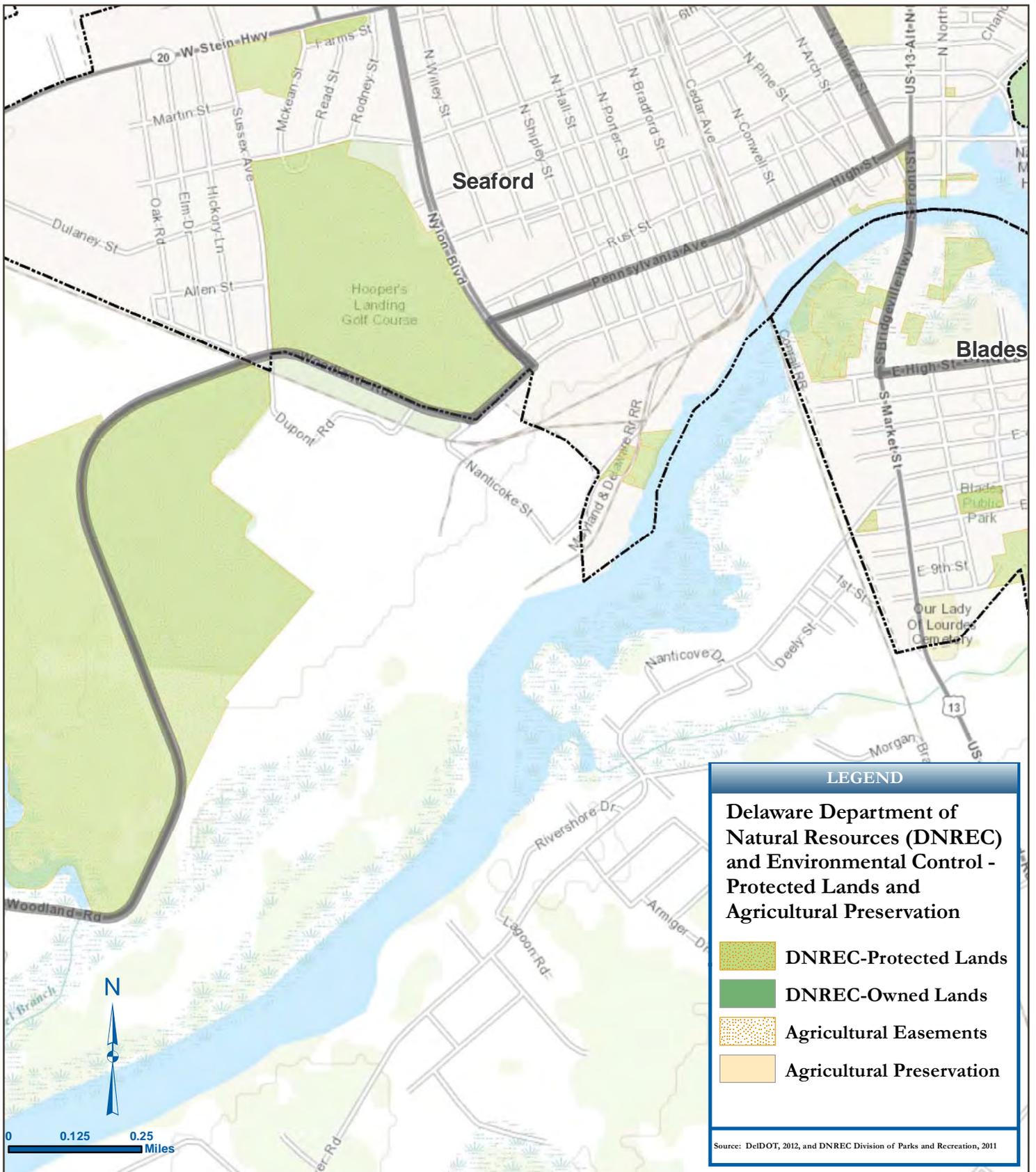


Figure 4-34: Protected Lands and Preservation Segment 3



LEGEND

Delaware Department of Natural Resources (DNREC) and Environmental Control - Protected Lands and Agricultural Preservation

- DNREC-Protected Lands
- DNREC-Owned Lands
- Agricultural Easements
- Agricultural Preservation

Source: DelDOT, 2012, and DNREC Division of Parks and Recreation, 2011

Figure 4-35: Protected Lands and Preservation Segment 4

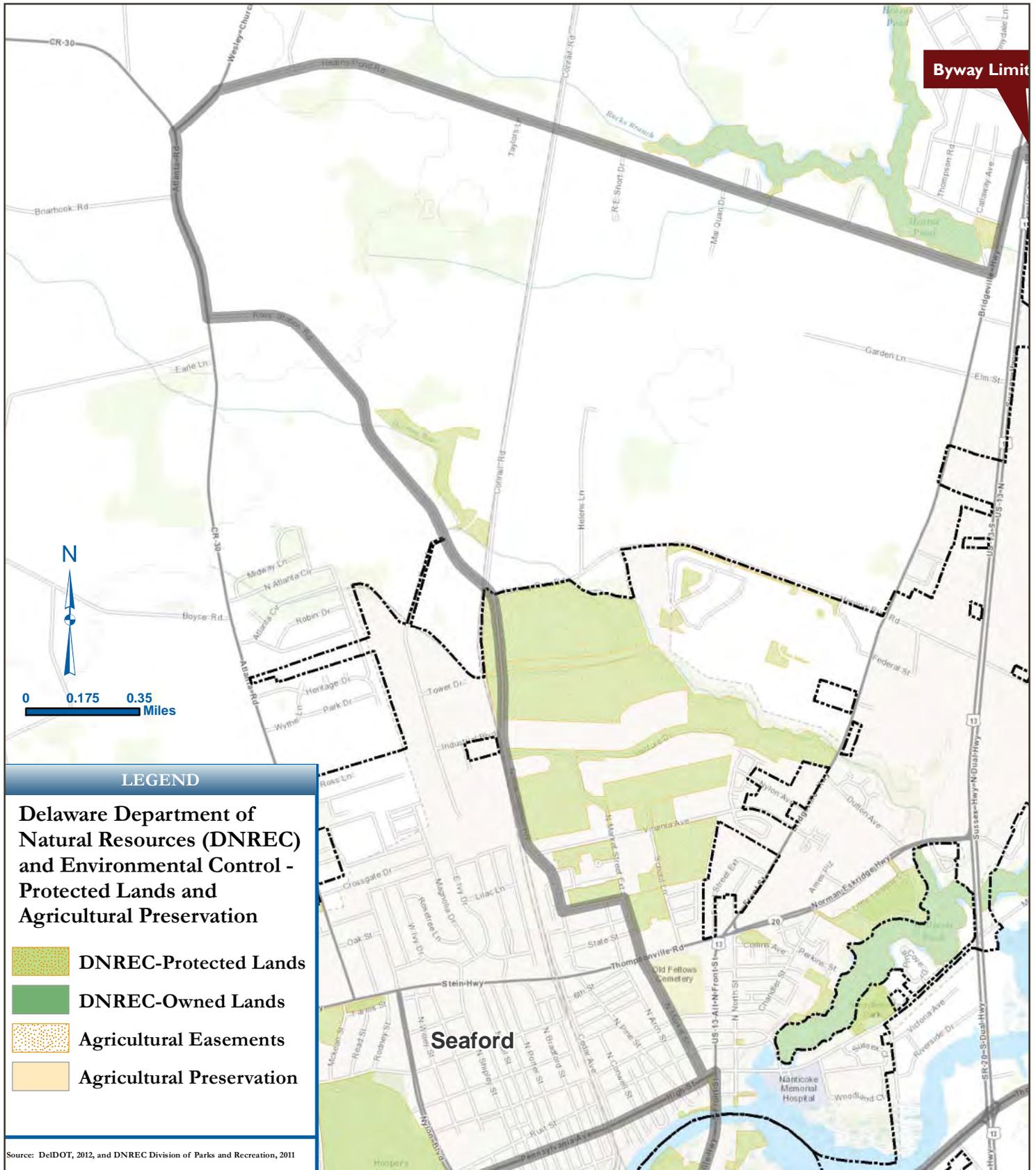
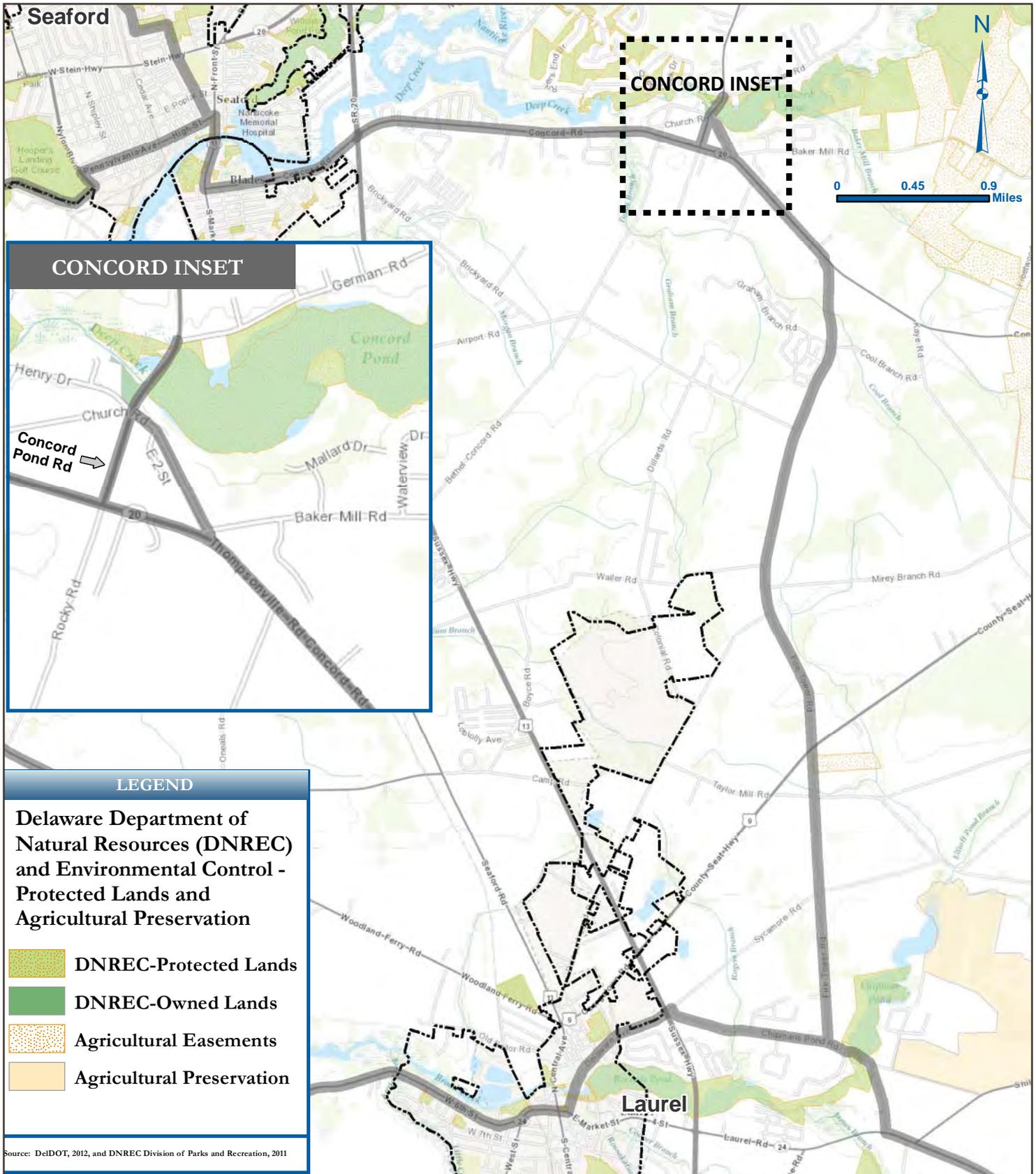


Figure 4-36: Protected Lands and Preservation Segment 5



4.3 Existing Signage

The signs that will be addressed in this section are those that are located directly along the corridor right-of-way and are regulatory (speed limit, passing lane, stop, etc.) and advertising (billboards) in nature. This section will not discuss wayfinding (guide/directional signs) or interpretive signage as these sign-types are discussed in the wayfinding and Interpretation Plan (WIP) chapter.

NATIONAL SCENIC BYWAY CMP POINT #10

Documentation of compliance with all existing local, state, and federal laws about the control of outdoor advertising.

4.3.1 Traffic Control Devices

Traffic control devices describe a range of signs that are used to indicate or reinforce traffic laws, regulations or requirements which apply either at all times or at specified times or places upon a street or highway, the disregard of which may constitute a violation, or signs in general that regulate public behavior in places open to the public (FHWA, 2011). These regulatory signs are designed and installed by local, state, and federal government entities and the Nanticoke Heritage Byway CMP and its associated stakeholder groups will not interfere with, or attempt to alter, any regulatory signage along the corridor unless necessary and approved by the proper regulatory entities.

This CMP is not intended to conduct a signage inventory or assess all regulatory signage along the corridor. The level of assessment found in a CMP is generally a summary of the signage from a traveler's perspective and to note any obvious revisions or modifications to existing regulatory signage found along the corridor.

In summary, the regulatory signage found along the Nanticoke Heritage Byway is adequate and efficient. There are areas along the corridor that appear to have "sign clutter" or an inefficient or unintended clustering of signs that may create confusion or difficulty by the travelling public. These areas are infrequent and do not create a significant difficulty to the traveler. It is

recommended that the Nanticoke Heritage Byway Steering Committee undertake a signage inventory in the future to better assess enhancement opportunities for signage along the corridor.

4.3.2 Outdoor Advertising

Outdoor advertising, as stated by National Scenic Byways criteria {23 U.S.C. 131(s)}, prohibits the erection of new billboards along a State or Nationally Designated Scenic Byway/Highway not in conformance with 23 U.S.C. 131(c), which addresses outdoor advertising (see Appendix B). The specific U.S. Code is as follows:

As provided at 23 U.S.C. 131(s), if a State has a State scenic byway program, the State may not allow the erection of new signs not in conformance with 23 U.S.C. 131(c) along any highway on the Interstate System or Federal-aid primary system which before, on, or after December 18, 1991, has been designated as a scenic byway under the State's scenic byway program. This prohibition would also apply to Interstate System and Federal-aid primary system highways that are designated scenic byways under the National Scenic Byways Program and All-American Roads Program, whether or not they are designated as State scenic byways. (Source: National Scenic Byways Guide, September 2005)

The Delaware Outdoor Advertising code (Title 17, Chapter 11) describes the specific factors associated to advertising along scenic highways designated within the state. In accordance with federal statutes, the code states that any existing signs will not be changed if a highway is designated as scenic, but no new signs may be erected after designation. The specific Delaware Code states: "It is, consequently, the intention of this chapter, among other things, to provide a statutory basis for regulation of outdoor advertising consistent with the public policy relating to areas adjacent to federal-aid interstate and primary systems declared by the Congress of the United States in Title 23, United States Code."

4.3.2 Outdoor Advertising

The Delaware Historical Markers Program is operated by the Delaware Public Archives, as part of its mandate. Historical markers are usually placed at important, historically significant locations and sites across the state. These markers offer historical facts, stories and interpretation regarding the sites.

Figure 4-37 lists all of the historical markers located along and within close vicinity to the Nanticoke Heritage Byway. The corridor has a large variety of historical markers and there are more sites that may have the potential or need for historical markers in the future. For more information, one can contact the Delaware Public Archives.

Figure 4-37: Historical Markers Located Along the Nanticoke Heritage Byway Corridor



Historic Resource / Site	General Marker Location
Old Christ Church	Christ Church Road & Chipmans Pond Road
Nathaniel Mitchell	Christ Church Road & Chipmans Pond Road
Centenary United Methodist Church	Market Street & Poplar Street in Laurel
Portsville United Methodist Church	Portsville Road & Shell Bridge Road
Bethel Shipyard	Main Avenue in Bethel
Sailor's Bethel Methodist Church	Main Avenue in Bethel
Woodland Ferry	Woodland Ferry Road & Nanticoke River
Cannon's Ferry	Woodland Ferry Road & Nanticoke River
Old Seaford Post Office	Seaford
Mt. Olivet United Methodist Church	Seaford
Seaford Fire Department	Seaford
St. John's United Methodist Church	Seaford
Governor William H. H. Ross	Seaford
St. Luke's Episcopal Church	Seaford
Forty & Eight Boxcar	Seaford
Governor Ross Mansion	Seaford
Blades United Methodist Church	Market Street & 4th Street in Blades
Pilot Town	Concord Road & Church Road
Concord United Methodist Church	Concord Road & Church Road

4.4 Corridor Safety

The safety of the travelling public is a key concern of the National Scenic Byways Program, the State of Delaware and the Nanticoke Heritage Byway. Overall, the corridor is relatively safe for travel by all transportation modes (car, truck, tour bus, RV, bicycle, etc.). There may be sections or areas along the corridor that have improvement opportunities; however, this chapter (Background Conditions) is not charged to assess these opportunities. The intent of this chapter is to confirm and document the above-mentioned data; other safety associated responsibilities rest with other entities. The Byway travels along roadways maintained by DelDOT, therefore safety standards will be adhered to and access provided to motorized, two-wheel, large, and similar vehicles.

NATIONAL SCENIC BYWAY CMP POINT #7

A general review of the road's safety record to locate hazards and poor design, and identify possible corrections.

4.4.1 Lighting

In general, the street lighting along the corridor is adequate and has not, and should not, present any concerns or safety issues. The rural sections of the corridor have reduced or no artificial lighting and these sections of the corridor will require safe driving techniques such as high-beam or fog lamp use. In addition, the lighting (as reviewed during field collection) at intrinsic resources is also adequate and allows visitors to experience a safe and secure location/resource. There were no lighting concerns noted when conducting on-site field reviews.

4.4.2 Weather Related Conditions

Weather related safety concerns may be an issue along the corridor during the winter months of November to February. Delaware usually has mild winter weather and has an efficient and readily available road maintenance (plowing, etc.) crew to address snowfall and/or roadway icing.

4.4.3 Crash Data Analysis

Assessing crash data along the Nanticoke Heritage

Byway corridor provides for an understanding of the overall safety of the corridor. Crashes are broken up into three (3) different categories and displayed in the following pages for all crashes, bicycle-related crashes, and pedestrian-related crashes. Data is assessed for the years 2010-2013.

The data shows that between January 2010 and July 2013 (the most recent data available), there were 803 total crashes along the corridor. The number of crashes is consistent each year and the crashes occur across the entire corridor.

- 2010 – 224 crashes
- 2011 – 233 crashes
- 2012 – 224 crashes
- 2013 (7 months) – 122 crashes

During this 3.5 year time period, there were three (3) crash fatalities. These are displayed on the map and have occurred in Blades, Concord, and to the north of the corridor near Hearn's Pond. Overall, it appears that for vehicular drivers, the corridor is safe given the low traffic volumes and low rate of crashes.

Bicycle crashes occur primarily along rural sections of the corridor. There were six (6) bicycle-related crashes in 2010-2013 and zero (0) fatalities. Much of the corridor has shoulders for cyclists adjacent to travel lanes. While there may be low numbers of cyclists along the corridor, those who do choose to ride must do so near potentially high speed traffic. Vehicles may not be expecting to see cyclists along the corridor even though all users are allowed to use the roadways.

Pedestrian crashes occur primarily in populated areas of Seaford, Blades, and Laurel, but they also occur along rural sections of roadway. There were eleven (11) pedestrian crashes in 2010-2013, including one which was fatal. Some portions of urban segments of the corridor have sidewalks, but the majority of the corridor does not have sidewalks.

The Steering Committee and other vested interests will also continue to monitor bicycle and pedestrian related crashes within cities and along the corridor to see if safety in these areas can be improved upon. It is the opinion of this CMP that the NHB corridor is safe and navigable, due especially to low traffic volumes.

Figure 4-38: 2010 – 2013 Crash Data (Project Study Area)

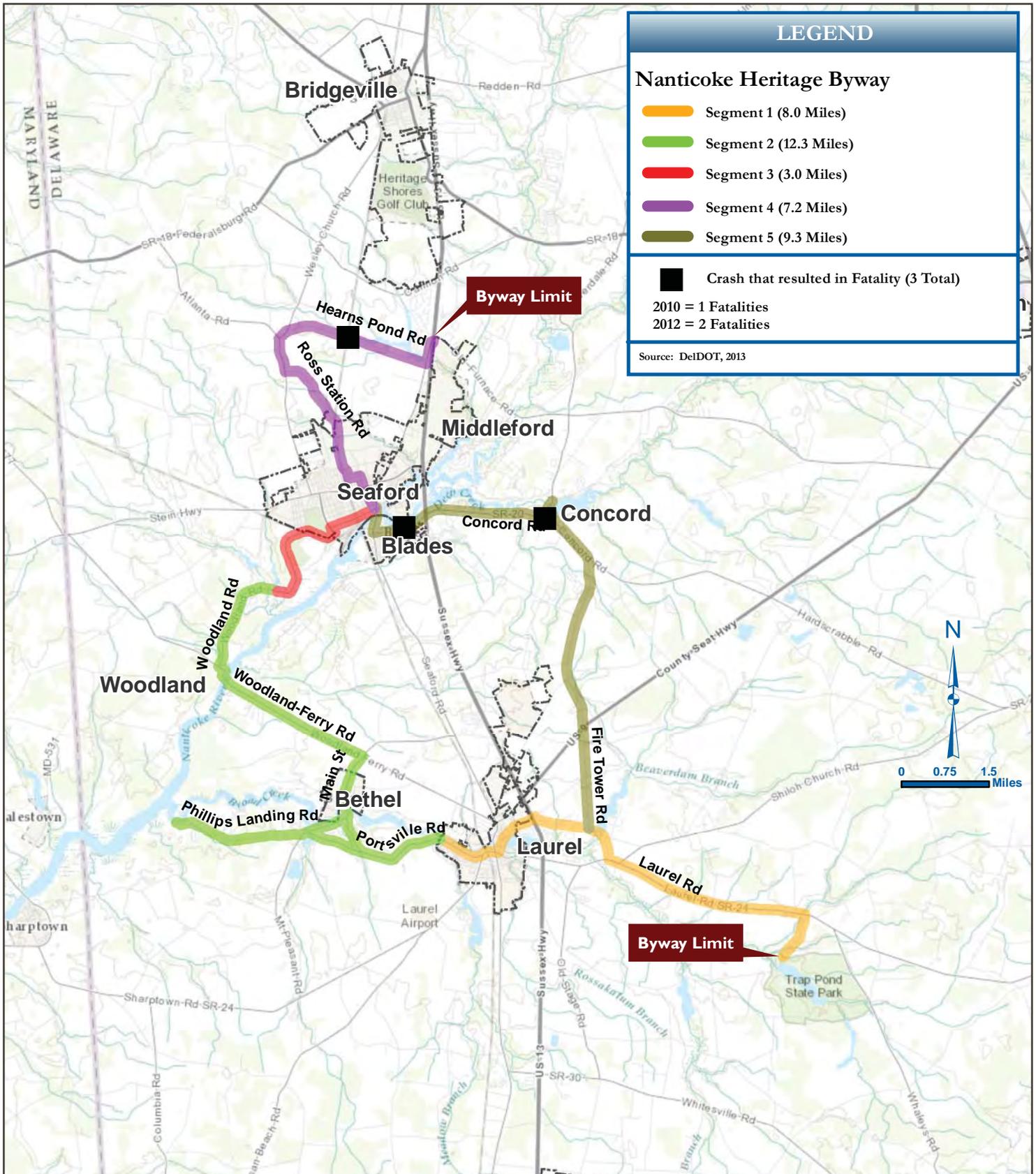


Figure 4-39: 2010 – 2013 Bicycle Related Crash Data (Project Study Area)

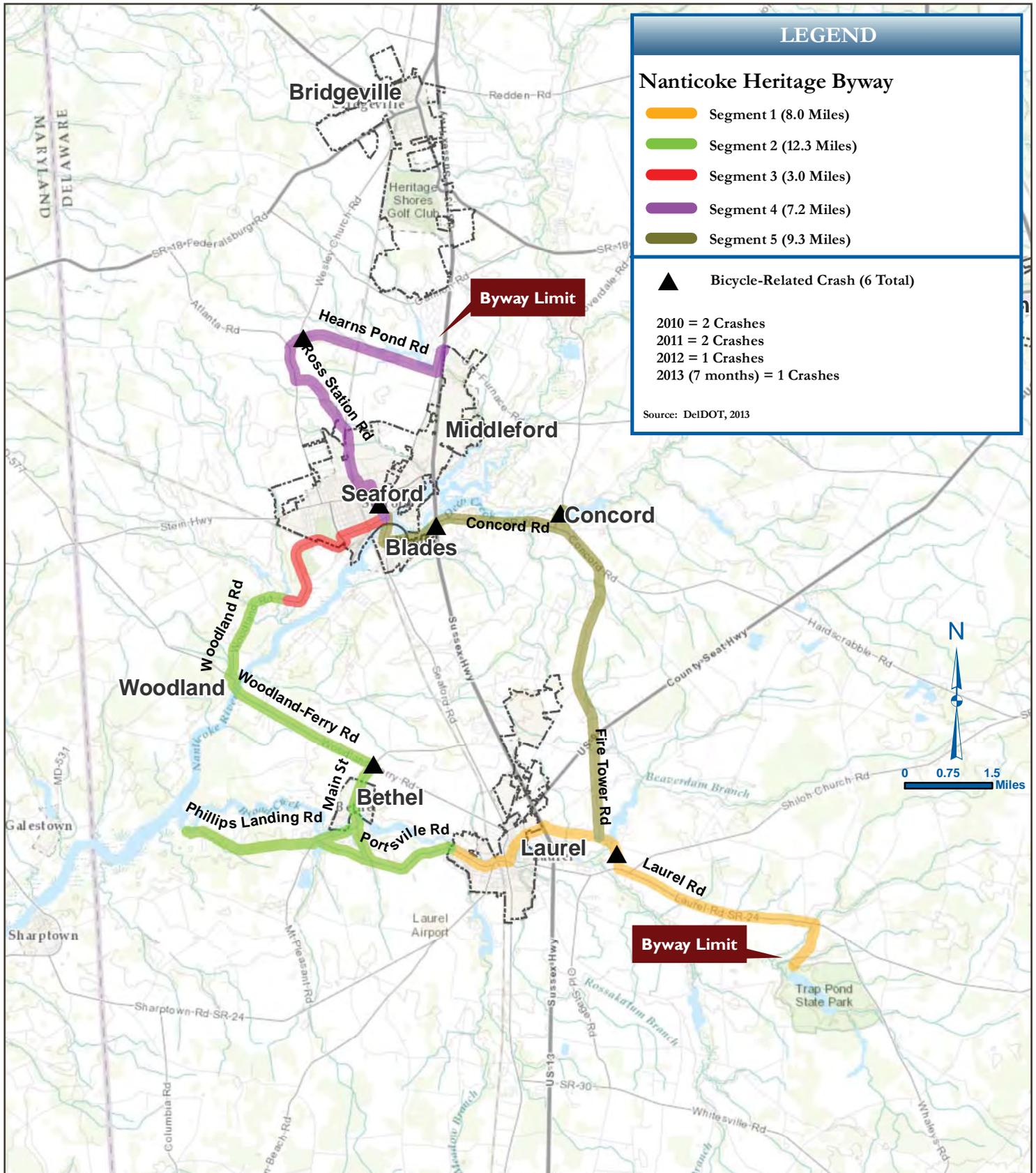
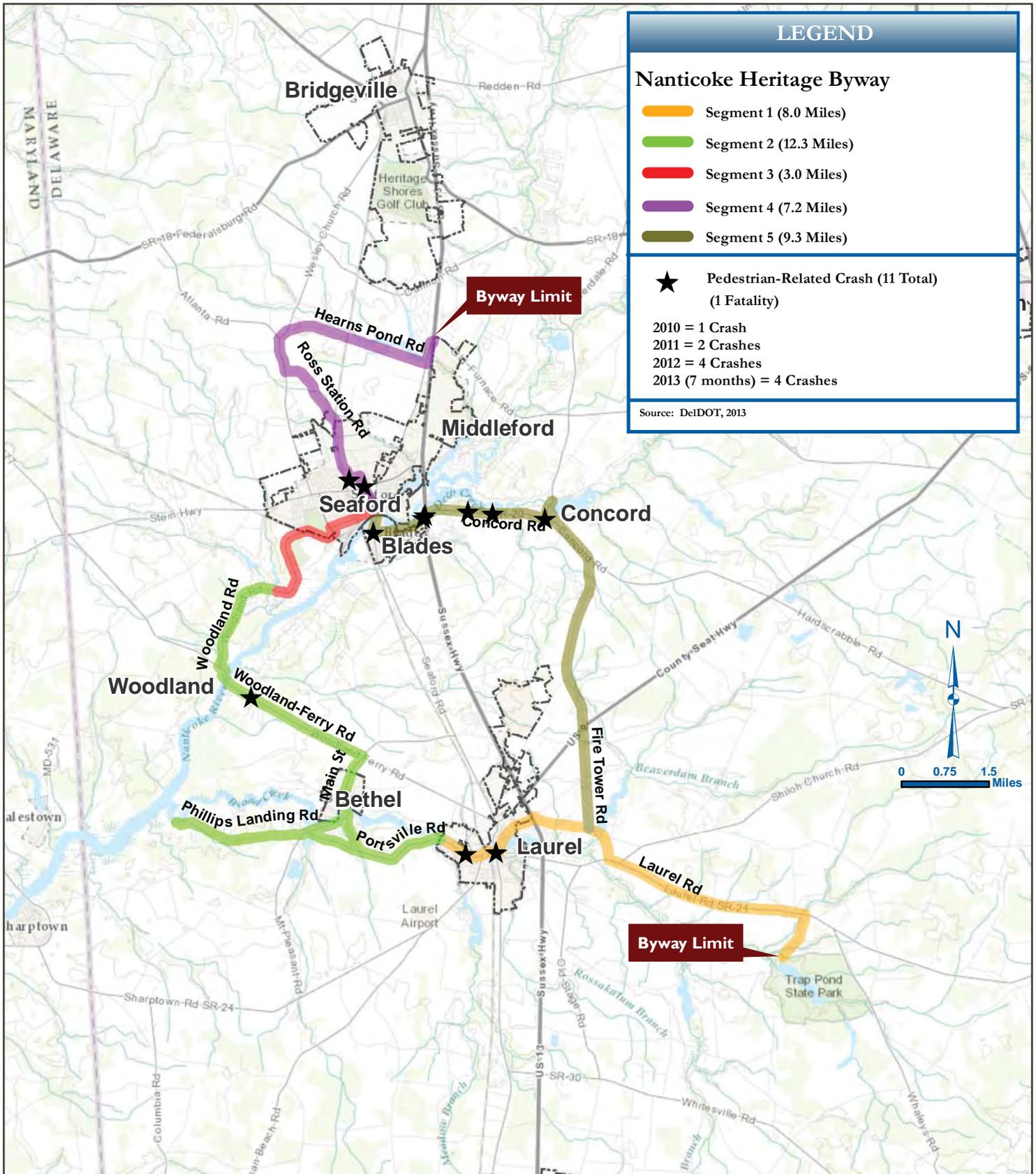


Figure 4-40: 2010 – 2013 Pedestrian Related Crash Data (Project Study Area)



4.5 Transportation Planning and Proposed Roadway Modifications/ Plans

This section will provide an assessment of the transportation planning activities that may have an effect on the Nanticoke Heritage Byway corridor. DelDOT maintains a five (5) year Capital Transportation Program (CTP) that identifies planned and potential improvements. There are currently two (2) CTP's in use by DelDOT, for Fiscal Year's 2014-2019 and 2015-2020.

There were two (2) roadway projects along the corridor located in the 2014-2019 CTP as shown below. The 2015-2020 CTP shows no new projects planned in the corridor. However, the Local Roads section of the 2015-2020 CTP does request projects in Laurel, Blades and Seaford.

The planned project in Seaford should have a positive impact on safety and traffic flow in that portion of the Nanticoke Heritage Byway corridor. The statewide development of recreational trails and facilities has the potential to significantly benefit the recreational offerings along the Nanticoke Heritage Byway corridor.

In addition to the projects mentioned above, speed/traffic-calming projects are currently being proposed for Bethel, specifically on Main Street. One specific proposal for speed control is called the "speed kidney." This is a traffic-calming device that consists of a raised and curved area placed at the center of any lane. Drivers may choose to approach this device with

Figure 4-41: Planned Roadway Projects, FY2014-2019 CTP

Route	Description	Fund-Scheduling Information
U.S. 13 at Rd 535 and Concord Road	In Seaford, intersection improvements will reduce congestion and increase safety	Construction planned FY14-15 - \$10M
Statewide	Recreational Trails Program develops and maintains recreational trails statewide	Construction planned FY14-17 - \$10M

(Source: DelDOT FY2014-2019 CTP)

a curved path which slows speed while avoiding the disadvantages of other traffic-calming devices, such as emergency response delay, vehicle damage, and vertical discomfort. This concept is being discussed with FHWA as an experimental project as it would be the first of its kind in North America.

**NATIONAL SCENIC BYWAY
CMP POINT #13**

Any proposals for modifying the roadway, including an evaluation about design standards and how proposed changes may affect the Byway's intrinsic qualities.

4.6 Multi-Modal Options

The Nanticoke Heritage Byway corridor offers a variety of multi-modal options for the traveler. Multi-modal refers to various modes of transportation such as walking, cycling, automobile, public transit and others. Most of the corridor is best accessed by automobile due to its rural nature and limited alternative transportation options.

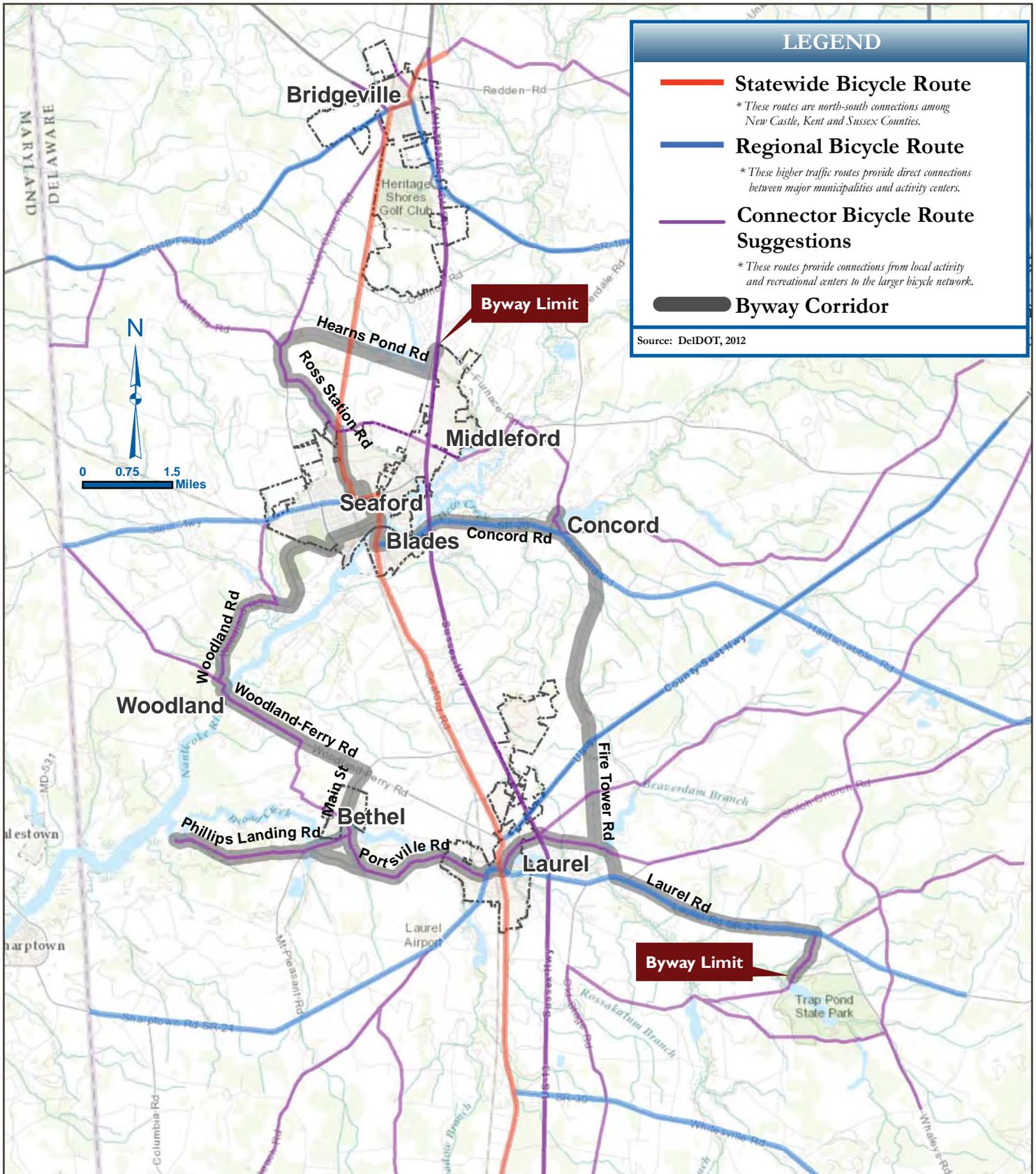
**NATIONAL SCENIC BYWAY
CMP POINT #8**

A plan to accommodate commercial traffic while ensuring the safety of sightseers in smaller vehicles, as well as bicyclists, joggers, and pedestrians.

4.6.1 Bicycle and Pedestrian

The following figure highlights the bicycle facilities in the region. Development of the bicycle facilities in the corridor can be an attraction for recreational visitors. This will provide potential economic development opportunities by allowing the Nanticoke Heritage Byway corridor and its communities to harness these users and this potential market. Bicycle use may not be safe along the entire corridor due to shoulder widths, lack of bike lanes, and other factors. A future analysis of the corridor in relation to bicycle and pedestrian safety and accessibility should be considered.

Figure 4-42: 2010 – Bicycle Routes (Study Area)



4.6.2 Public Transportation

Delaware Transit Corporation (DART) provides public transportation services for the state. An excerpt from the DART website states:

In 1994 the Delaware State Legislature created the Delaware Transit Corporation to manage and operate DART along with the Delaware Administration for Specialized Transport, Delaware Railroad Administration, and Commuter Services Administration. From this merger arose the name change to DART First State to take advantage of the well-known DART name and to recognize that this service was now a statewide operation.

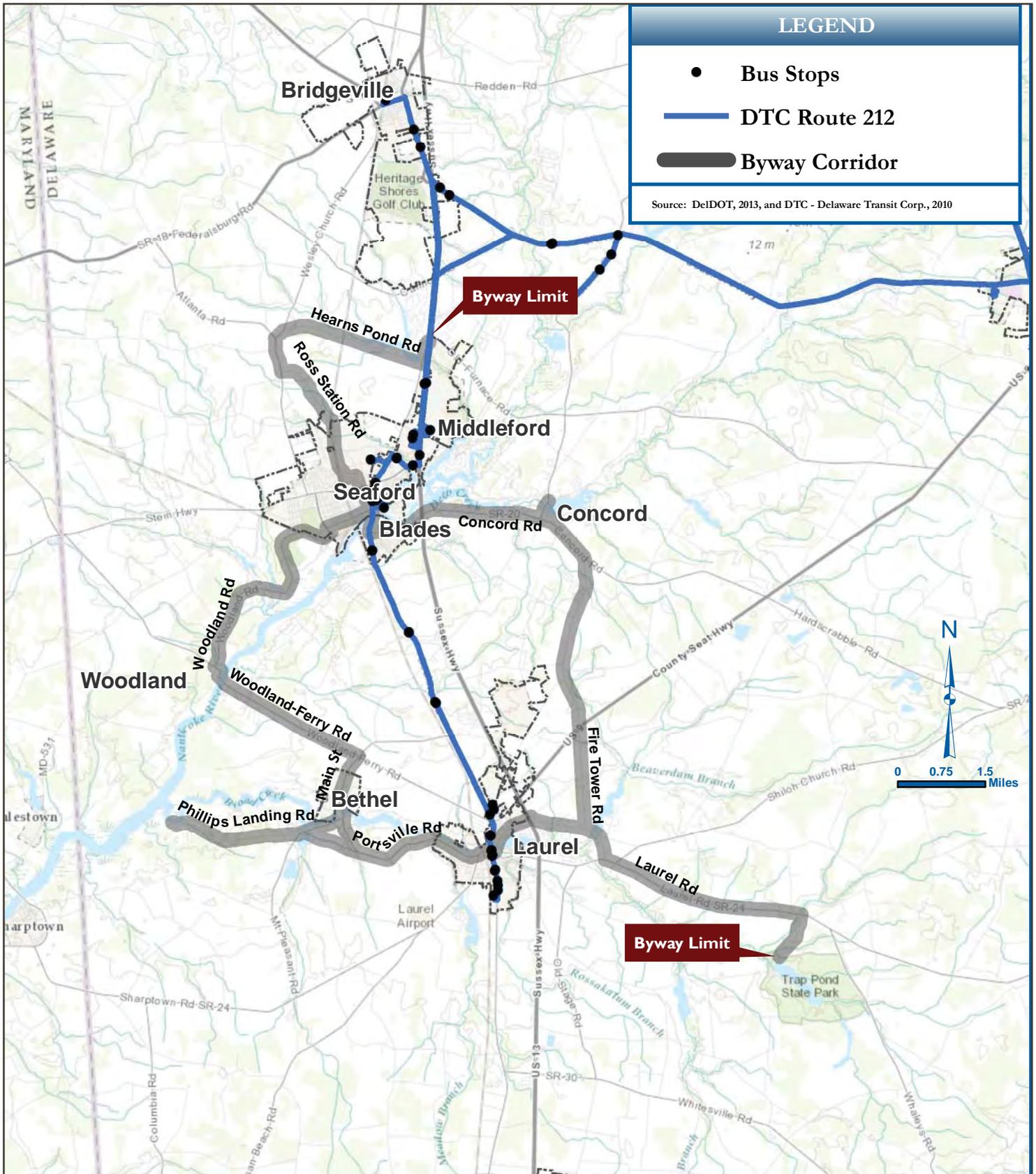
Today DART First State provides transportation services statewide with over 400 buses and 57 year-round bus routes plus its eight (8) bus route Sussex County Resort Summer Service and paratransit service. Today DART First State also serves New Castle County with commuter rail service to and from Philadelphia. DART First State brought forth by business, community and governmental visionaries over the last 13 decades, looks to the future to provide Delawareans with the highest quality of transportation in the next century.

Future plans include the upgrading of all bus stops and passenger shelters, providing even more new hybrid electric buses to its fleet, continuing efforts to go greener and protect our environment while cutting operating costs and maintaining a safe system for riders, and increasing mobility options for all users. Also underway is a five-year business plan to greatly improve all services and recognize the potential for increased partnerships with community, business, and governmental groups and officials to respond to the state's growth and development.

Figure 4-43 displays the public transportation routes and services that are offered to travelers of the Nanticoke Heritage Byway corridor. One bus route, Route 212-Georgetown/Laurel, travels north-south and intersects with the corridor in Seaford and Laurel. This bus route has limited service with six (6) trips per day about every 2-3 hours.



Figure 4-43: 2010 – Public Transportation (Study Area)



5

Stewardship and Organization Management Plan



5.1 Introduction

This section of the Nanticoke Heritage Byway (NHB) Corridor Management Plan (CMP) will provide background on the Byway's management and organizational structure. Grassroots strength of individual Byway leaders and the organizations with whom they work are the pillars that scenic Byways programs are founded upon. Establishing and sustaining a Byway organization requires planning, mobilizing, and providing structure and order. The NHB should seek committed advocates in helping to build and maintain a strong, resilient Byway organization. Byway leadership will ultimately be responsible for implementing programs and policies that strive to accomplish the aforementioned goals of preservation, stewardship, and economic development.

A common core of the Scenic Byway industry is the support and initial involvement at the local grassroots level. This was the same for the NHB. A Citizens Committee (Committee), through Sussex County, nominated this route to the Delaware Byways Program of the Delaware Department of Transportation (DelDOT) with the assistance of the Center for Historic Architecture and Design at the University of Delaware. A large portion of this early work for nomination occurred in 2006. The Committee determined and mapped the Byway route, considering multiple alternatives. They were also active in discussing and determining the major intrinsic qualities of the route, resulting in the crafting of a mission statement for the Byway:

Nanticoke Heritage Byway (formerly the Western Sussex Byway) Mission Statement

The proposed Nanticoke Heritage Byway passes through a region prominent for its outstanding historic, scenic, and natural features will help promote a strong tourist-based economic growth that is derived from its old-town charm and natural environment. Offering views of clean waterways and green open spaces, the historic, scenic and natural qualities make the proposed Byway a haven for biking, hiking, driving and other recreational activities. The goals for this route include developing well-equipped interpretive centers for visitors and residents that will tell the story of the region, and

promoting developments that are respectful of the area's character.

5.2 Organizational Structure

As will be ultimately outlined in the NHB Bylaws, a hierarchical structure should be determined to assist members in understanding individual responsibility and how it relates to the organization as a whole. Figure 5-1 displays the organizational and management structure for the Nanticoke Heritage Byway. NHB Officers will be determined by the NHB Board and clearly stated in the group's bylaws.

5.2.1 Nanticoke Heritage Byway Board

The NHB Board will be the caretaker of the Byway corridor. The Board is the central body that provides policy guidance and coordination for implementing the CMP. This work will focus on building and strengthening partnerships with individuals and organizations that assist in developing resources to implement the plan, such as: community support, leadership, volunteers, and money. Board members should have a passion for guiding the vision and mission of the NHB as well as an expertise or service appropriately matched to the strategies of the CMP. The NHB Board should be comprised of no more than 10 community leaders. Members should represent a cross section of regional interests. Potential recruitment sources for the board may include:

- Local and Regional Tourism Entities
- Chambers of Commerce
- Historical Societies
- Local Government
- Parks Services
- Homeowners Associations

5.2.2 Nanticoke Heritage Byway Sub-committees

Sub-committees focus areas of concentration and expertise to make effective and efficient recommendations and establish policy directives for the NHB Board. Sub-committee recommendations should then be vetted through an inclusive process defined in the NHB Bylaws. Examples of common sub-committees are depicted in Figure 5-1 and include: capital projects, marketing and promotions,

funding and finance, and partner development. Depending on the needs and circumstances affecting the NHB corridor, sub-committees may be formed and dissolved by the NHB Board.

Figure 5-1 Nanticoke Heritage Byway Organizational Structure



5.3 Nanticoke Heritage Byways Bylaws

The Nanticoke Heritage Byway Board should draft and adopt organizational bylaws. Merriam-Webster defines bylaws as rule(s) adopted by an organization chiefly for the government of its members and the regulation of its affairs. The following is an outline to assist with drafting a solid bylaw foundation. As the Byway and its management entity evolve and conditions change, this format and its specific bylaws may be amended.

Introduction

These Bylaws constitute the rules and procedures adopted by the NHB Board for the regulation and management of its affairs.

Article I: Purposes and Powers

The NHB Board will have the purposes or powers as may be stated in its articles of incorporation and such

powers as are now or may be granted hereafter by law.

Article II: Membership

The NHB Board should determine the number and varying classifications of membership to its board. Examples include, but are not limited to: regular membership (individuals), corporate membership (businesses partnerships, or other organizations), governmental and/or agency appointees. Admission to membership should be based upon terms and conditions outlined in these bylaws. Conditions to be considered in this circumstance include: transferability of membership, property rights, conflicts of interest, vacancies, committee involvement, meeting attendance, termination of membership, and/or any other conditions as determined by the board.

Article III: Board of Directors

The business, property, and affairs of the NHB shall be managed by NHB Board and its Officers. Determinations described under this article should include: number and

term-length of NHB Board members and Officers, a meeting schedule that allows for consistent stewardship of the corridor, quorum requirements, voting practices and procedures, power to elect officers, and power to appoint committees.

Article IV: Officers

The officers of the NHB Board should consist of, at minimum, a President, Vice President, Secretary, Treasurer, and such other officers as the NHB Board may deem necessary to operations. Duties, responsibilities, and obligations should be outlined for each officer.

Article V: Special Corporate Acts

The NHB Board Bylaws should determine the parties responsible for the endorsement of all deeds and contracts, including: checks, drafts, notes, bonds, bills of exchange, deeds, mortgagees, and other written contracts and agreements pertaining to the NHB Board. Under the special corporate acts subheading, the NHB Board should also determine limits of financial obligations and develop a plan for any scenario in which the NHB and its assets should dissolve.

Article VI: Non-Discrimination

In all matters pertaining to the operation of the NHB Board, including the selection and appointment of directors and officers, the employment of staff, the provision of services to eligible persons and the conduct of NHB Board business, the NHB Board and its directors, officers, agents and employees shall not discriminate against any person on account of age, race, sex, religion, national origin or physical or mental impairment.

Article VII: Fiscal Year

The NHB Board Bylaws should determine the group's fiscal year for accounting and budget related transactions and dealings.

Article VIII: Finance

Bylaws should dictate under what, if any circumstances that the NHB Board may incur indebtedness on behalf of the NHB. An oversight and process for

approval should also be outlined, as determined by the NHB Board.

Article IX Rules of Order

The NHB Board Bylaws should establish the parliamentary authority that governs all of its meetings and matters of procedure. An example of such parliamentary authority is "Robert's Rules of Order".

Article X: Amendments to Bylaws

Bylaws should determine who, and by what process amendments may be made to make, revise, alter, or rescind any of the NHB Board's existing Bylaws.

5.4 501 (c) (3) Nonprofit Organizations

The NHB Board may choose to pursue designation as a 501 (c) (3) organization, providing tax exempt status. This designation may be obtained via two different methods: (1) direct application to the Internal Revenue Service (IRS), or (2) affiliating with an existing charity that acts as its agent. Under the latter scenario, the NHB would be required to defer organizational control and authority to the aligning nonprofit. There are several examples of Scenic Byways achieving 501(c)(3) status, including the Indian River Lagoon (IRL) Scenic Byways (Indian River Lagoon National Scenic Byway Coalition, Inc.), in Florida. The IRL Scenic Byway has affiliated with the Marine Resources Council to attain exempt status. For further reference material regarding 501 (c) (3) designation, please refer to Chapter 11 of this CMP.

5.5 Stewardship

A primary mission of the NHB Board is the stewardship of intrinsic qualities through resource preservation, enhancement of existing development, and accommodating new development in a complementary manner. It is imperative to maintain the Byway with high standards based on the NHB vision and mission. Following this directive ensures proper attention is given to traveler safety and comfort and preservation of the Byway's visual integrity and attractiveness. This can be accomplished through existing, or newly enacted regulations, policies, and

economic incentives. Partnerships with local, county, and regional planning agencies, as well as university landscape architecture, planning, and tourism programs can be a valuable resource in directing policy and implementing strategies.

There are a variety of tools and strategies that the NHB Board may pursue in their stewardship of the corridor. These strategies should be considered in a variety of contexts, such as local conditions, population, economic conditions, political climate, and the severity of potential threats to the NHB's resources. Figure 5-2 details just a few of many potential stewardship strategies that the NHB Board should pursue, or are currently undertaking:

Figure 5-2 Stewardship Strategies

Category	Strategy
Transportation Planning and Design	Implement traffic calming at key intersections along the Byway.
Transportation Planning and Design	Review the signage and other educational material that inform Byway travelers.
Land Use and Zoning	Support land purchases that advance intrinsic resource protection and promote public access.
Land Use and Zoning	Promote establishment of appropriate setbacks and landscape screening to enhance/improve areas of visual intrusion.
Land Use and Zoning	Work with regional agencies and entities to Identify and advocate conservation preservation easements, farmland preservation easements, and historic preservation easements or use other tools for the protection of resources.
Landscaping and Beautification	Support and develop measures that aid in the protection of the region's water resources; Encourage water use studies; Minimize future alterations of water resources and connectivity.

Figure 5-2 Stewardship Strategies Cont.

Category	Strategy
Landscaping and Beautification	Enhance streetscaping and landscaping along key sections of the Byway.
Landscaping and Beautification	Encourage the adoption of ordinances regarding landscaping, tree planting, tree canopies, and protections that support beautification efforts.
Landscaping and Beautification	Encourage new and future expansion of local overlay historic preservation zoning ordinances in communities along the Byway to preserve historic properties, the general historic appearance, and manage change within their jurisdiction along the Byway corridor.
Tourist Facility Development	Seek the purchase (and funding) of the Bell property in Bethel in order to preserve and interpret the wharf and shipbuilding site
Public Access	Produce a Universal Design and Access Study to assess all resources along the Byway and their accessibility.

5.6 Conclusion

While the character and integrity of NHB is evident and inherent in its communities, resources, vistas, and residents, the ultimate success of the Byway as a steward for the preservation and enhancement of the corridor is dependent on its leadership. This section has provided a basis for NHB organizational structure and management. In addition to detailing a sample organization structure, the chapter also provides a template for assisting in the drafting of bylaws. Some sample strategies for effective Byway stewardship have also been described in Figure 5-2. These techniques are just a sample of the variety of different methods that NHB leadership can use to maintain the unique character of the region.

6

Tourism, Marketing, Promotion, and Multi-Lingual Plan



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NATIONAL SCENIC BYWAY CMP POINT #12

Plan of how the Byway will be marketed and publicized.

6.1 Major Themes of the Nanticoke Heritage Byway

The Nanticoke Heritage Byway (NHB) corridor tells the story of Sussex County and the State of Delaware's past, while guiding travelers through the region's present-day. The Byway's numerous intrinsic resources and deep sense of historical value, define a direct and easily identifiable corridor theme. Visitors will have the opportunity to explore and learn the deeply embedded history of the Byway, along with enjoying the ample opportunities to participate in outdoor recreational activities.

6.2 Profile of Potential Byway Visitors

Analysis and information provided by the National Scenic Byways Program – America's Byways Resource Center melded together several research efforts commissioned to determine target markets and better allocate marketing and promotional funding. Listed below are the key points taken from this research effort:

- Research in Colorado and Minnesota described the most common Scenic Byway traveler profile in those two states as an adult couple, over the age of 45, traveling without children.
- Profiles were developed from two types of Scenic Byway corridor data. As with the Colorado and Minnesota research, both profiles represented couples. Couple Profile # 1 was developed from people who requested a National Scenic Byways map from the NSBP website. Profile # 1 describes a couple, aged 45-64, with a household income that ranged from \$60,000-\$70,000. Couple Profile #1 enjoyed individual sports like golfing and biking, were active in fitness, and traveled frequently. They used the internet, and enjoyed working around the house and yard. Profile #1 listened to news, talk, classical, and contemporary radio stations, bought performance cars and shopped at higher-end stores like Nordstrom and Eddie Bauer.
- Profile #2 was compiled from data on travelers who visited the National Road Welcome Center in Indiana. Couple Profile #2 owned a powerboat and camper/RV, liked to hunt or fish, drove a GM car or Ford truck, listened to country/religious/gospel radio, watched TNN, CNN, soap operas ("soaps") and the Today Show, and shopped at Walmart.

The two differing profiles illustrate the wide-ranging appeal of scenic driving as a recreational activity. While this should be considered a positive for the Scenic Byway industry, it does create a difficult target market selection process, and can cause inefficient use of promotional and marketing funding opportunities. A 2012 Return on Investment (ROI) study performed by TranSystems Corporation for the Florida Keys Scenic Highway and A1A Scenic & Historic Coastal Byway yields further information on the profile and spending habits of the Scenic Byway traveler. The results of this study show that 66% of the Byway travelers surveyed indicated that their main mode of transportation was an automobile. Visitors had an average stay along the Byway of four days. Surveyed travelers spent an average of \$77.92 per day on dining and \$75.00 on gasoline for the duration of their trip. Other demographic data on Byway travelers acquired from this research study includes:

- 73% of Byway travelers were not local residents
- 62% fell into the 40-69 age demographic
- 60% had an income greater than \$50,000/year
- 51% had completed a 4-year college degree or more
- 52% were female
- 80% were white, and 86% were not Hispanic or Latino

In his January/February 2013 Public Roads article America's Byways Pay Off in Authentic Experiences, But How About Dollars?, Gary Jensen of the Federal Highway Administration's (FHWA) Office of Human Environment highlights several studies that were undertaken to measure the economic impact of a

Scenic Byway. He quotes Anaise Berry, president of the National Scenic Byway Foundation saying “America’s Byways lead visitors seeking authentic experiences into communities where they support small business owners by shopping in locally owned stores, dining in restaurants, and lodging in local establishments.” While previous research alone may not be an all-encompassing economic measurement, it does provide empirical evidence of the economic benefits of Scenic Byways and these studies assist the NHB Steering Committee and this CMP in determining the existence of positive economic impacts. The following are excerpts from research studies cited in Gary Jensen’s article.

- Research completed in 1999 by Bucher, Willis & Ratliff Corporation (now H.W. Lochner, Inc.) surveyed visitors and businesses along the Flint Hills Scenic Byway in Kansas. According to the data compiled in this survey, researchers estimate that tourism provided a \$465,900 direct annual beneficial impact on local economies along the Flint Hill Scenic Byway
- Formerly the Transportation Consulting Group (now HDR, Inc.), completed research in 1997 which entailed surveying coordinators of State scenic highway programs, representative of government agencies, and officials from special interest groups to determine the economic benefits of the Florida Scenic Highways Program. The results of the research indicate that a Byway designation can have a significant and direct economic impact on adjacent local communities, and a positive impact on land values and tax revenues.
- In 2003, CRC & Associates conducted a demographic and trip information survey with visitors to New Mexico’s Byways. The researchers used the survey information to determine spending in each community. Results of the research show that New Mexico’s Byways generated more than \$267 million in direct income, along with 37,000 jobs. Further research into New Mexico’s Byways, as profiled in the August 2000 issue of Vistas Magazine, indicates that, per party, expenditures on three selected Byways ranged from \$323.00 - \$576.00 per day.

- In 2009 and 2010, the University of Minnesota studied traveler spending along two of the State’s Scenic Byways (Paul Bunyan Scenic Byway and Lake County Scenic Byway). Using traffic data and an estimate of the number of travelers who were specifically Byway travelers, the researchers concluded that total expenditures by travelers on the aforementioned Minnesota Byways in 2010 were \$21.6 million.

A 2010 study conducted by the University Of Minnesota School Of Business and Economics entitled Summary of Quantifying the Economic Impacts of Scenic Byway Designation, provides further data on the economic impacts associated with Scenic Byways.

- 19 to 33 jobs are created/maintained per \$1 million of visitor spending;
- 3.4% to 20% increase in annual vehicular traffic along Scenic Byway corridors;
- \$0.045 to \$0.08 State and Local tax receipts collected per \$1.00 of visitor spending;
- \$65,000 in additional visitor spending with every 1% increase in vehicle miles traveled
- \$104.00 visitor group spending per trip along a Scenic Byway;
- \$32,500 annual visitor spending per mile of Scenic Byway

6.4 Target Market

To ensure the highest likelihood of success for NHB promotional and marketing efforts, it is crucial to define specific target markets. In 2012, the Delaware Tourism Office commissioned a study by D.K. Shifflet entitled The Value of Tourism. The study identifies Delaware’s top five Markets of Origin:

1. 29% Philadelphia
2. 15.5% District of Columbia
3. 12.1% Baltimore
4. 10.1% New York
5. 5.3% Salisbury, Maryland

D.K. Shifflet’s 2012 research also identifies some important spending trends for Delaware visitors:

- The average per person spending is \$100 per day

- The average age of travelers to Delaware is 48
- The Average trip length is 2.05 nights and the average travel party size is 1.95.
- Sussex County Delaware accounts for 38% of all tourism expenditures in the State at \$1,555.0 million annually.
- Seasonal Homes tend to dominate Delaware Accommodation spending. 98% of all seasonal homes in Delaware are located in Sussex County. The total number of seasonal home in Sussex County total 35,782.

The following list is not inclusive, but does identify the target markets, as defined by the NHB community during the Public Workshop held in Laurel, DE on 5/13/2014 (see Public Participation chapter in this document).

- Outdoor and water recreation enthusiasts
- History – early American settlement – Americana enthusiasts
- Seasonal homeowners and renters
- Antique enthusiasts

**NATIONAL SCENIC BYWAY
CMP POINT #15**

A narrative on how the All-American Road would be promoted, interpreted, and marketed in order to attract travelers, especially those from other countries. The agencies responsible for these activities should be identified.

6.5 Niche Markets

In addition to focusing promotional efforts on the target markets outlined in this chapter, the NHB Steering Committee may determine that targeting a niche market, or sub-market, may be a more efficient use of resources. The following are some niche markets that the Steering Committee may elect to pursue with promotional opportunities:

- Geographic Niche – those travelers who live within a four-hour/200 mile drive of the corridor. These travelers can make frequent trips to the corridor, but they tend to make day trips, and

typically do not require lodging. Bearing this in mind, the economic impact that they bring is not as significant as an overnight traveler.

- Scenic Driver or “Sunday Driver” Niche – these travelers tend to select corridors that offer a slow paced drive with plenty of scenery and tourist amenities, such as diners, shopping and parks.
- Heritage / religious heritage or Americana Niche – The Heritage or Americana niche market is comprised of travelers that seek out events and sites that hold traditional and historical value to the shaping of American history.
- Shipbuilding Enthusiasts – Given the NHB region’s close ties to the shipbuilding industries past, interested historians would have a connection to the area.
- Agricultural Viewing – The NHB corridor presents visitors will ample opportunity to enjoy pristine natural landscape.
- Cycling / Running Communities – Outdoor and fitness enthusiasts are presented with numerous scenic vistas and a tranquil environment. Consideration should be given to making the Byway more cyclists/runner friendly through the addition of more bike lanes to accommodate an increase in visitors of this nature.
- Event Goers-The towns along the Byway offer many unique events ranging from church suppers to major festivals which include the Seaford Riverfest and Bridgeville’s Apple Scapple Festival.

6.6 Partnerships for Promotion and Marketing Events

- Delaware Tourism Office
- Delaware Department of Natural Resources and Environmental Control (DNREC)
- Delaware Byways
- Visit Maryland
- Seaford Historical Society
- Bethel Historical Society
- Visit Delaware
- Visit Southern Delaware
- America’s Byways Program
- United States Department of Agriculture – Travel and Recreation
- The U.S. Travel Association

- Chambers of Commerce
- City and County tourism entities
- Regional tourism groups
- National Trust for Historic Preservation Cultural Heritage Tourism Program
- Convention and Visitors Bureaus (CVB)
- World Tourism Organization
- International Tourism Partnership
- United States – National Parks Service (NPS) and the Heritage Areas Program
- Laurel Historical Society

6.7 Accommodating Increased Tourism while the Enhancing Visitor Experience

NATIONAL SCENIC BYWAY CMP POINT #16

A plan to encourage the accommodation of increased tourism, if this is projected. Some demonstration that the roadway, lodging and dining facilities, roadside rest areas, and other tourist necessities will be adequate for the number of visitors induced by the byway’s designation as an All-American Road.

So that the Byway and its surrounding communities are best equipped to accommodate increased numbers of visitors while maintaining the quality of each individual experience along the Byway, the following recommendations are given:

- Assess areas along the Byways in need of improvement due to an increase in vehicle traffic
- Determine the proper location to make available more accommodations for overnight travelers
- Minimize the impact of an increase in visitors to the Byway through education
- Install clear Wayfinding and Interpretation on the Byway
- Provide visitor centers for travelers at critical locations on the Byway

6.8 Future Promotional Strategies

It is important to outline future promotional and marketing strategies clearly, in coordination

with potential partners and in-line with specified timeframes. Approaching Byway promotion in this manner helps ensure that marketing strategies are complementary to the desires of the NHB, and an efficient use of dollars and resources. Each promotional strategy discussed within this section supports the overall Vision and Mission of the NHB (see Corridor Vision, Mission and Goals chapter of this CMP). The promotional strategies listed below are defined by implementation timeframe:

- Immediate
- Intermediate
- Long-Range

More precise timelines budgets/funding and implementation plans for each strategy will be prepared prior to implementation as funding is identified. It is beyond the scope of this section of the CMP to do so. A detailed Branding and Marketing Plan should be another objective of the NHB Steering Committee. This would provide direct guidance and defined target markets coupled with branding and marketing campaigns, which would serve to steer the NHB toward the direct and effective implementation of marketing and promotional strategies.

Immediate (2015 – 2016)

- Recommend NHB story ideas (ex. Patty Cannon, Governor Ross, Nathaniel Mitchell, etc.) to destination marketing organizations for their media programs
- Develop a professional photographic library and historical archive, and make this available online
- Create engaging content for the website, including destination maps and event calendars
- Begin producing a NHB video for both the hospitality industry and targeted tourism markets. This should be available in as many formats as possible (hard copy, online, mobile)
- Create a hospitality training course that better familiarizes local corridor businesses and residents about the Nanticoke region’s history and resources
- Define an on-going plan to coordinate development and management of the NHB
- Coordinate with destination marketing

- organizations and tourism entities to add the NHB to their existing marketing plans
- Launch and promote the NHB website
 - Host a familiarization tour for local media
 - Work with Southern Delaware Tourism and The Delaware Tourism Office to host a familiarization tour for AAA writers and other targeted travel writers and media representatives including NPR.
 - Utilize social media to expand the reach of the NHB (Facebook, Twitter, Pintrest, InstaGram, YouTube, and others), and assign responsibility for keeping content updated and current
 - Draft a media contact list compiled from a variety of sources (ex. businesses, tourism marketing organizations)
 - Develop a trade show presence and display for the NHB, including: tablecloth, rear panel, telescoping pull-up banner, and other associated materials
 - Create a brochure and a rack card (size 4" X 9" informational piece printed on cardstock) for distribution at select promotional events and through destination marketing
 - Develop a corridor itinerary that provides detailed traveler schedules based on theme and defined timeframes (ex. wildlife viewing, historic properties, biking, etc.)
- Intermediate Range (2017-2022)*
- Develop and implement a Wayfinding and Interpretation Assessment Plan (WIAP)
 - Create a media/writers kit that includes story ideas, photographs and high-quality maps of the region and corridor
 - Work with Historical Societies to create and publish oral histories related to the cultural heritage associated with the Byways.
 - Develop a Tour Guide Training Certification Program. Prior to development, a public meeting should be held with some of the representatives from organizations, societies and individuals in Sussex County that are already engaged in presenting NHB programs or tours, to solicit their feedback. In 2014, Delaware Technical College (Owens Campus) collaborated with Southern Delaware Tourism to establish a County Tour Guide Certification program. This program could be a resource and working partner to the Byway.
 - Plan a large event themed after the NHB. An example may be a 5K, cycling event, fishing tournament, boat race, etc.
 - Install NHB gateways at appropriate locations
 - Develop a media plan that defines the steps taken and provides relevant contact information to promote large events or key news associated with the NHB
 - Create a driving guide displaying stories and itineraries for automobile travelers (can be done in video format as well)
 - Coordinate with corridor resources to promote and educate the public about the NHB corridor story
 - Work with area realtors and lodging (e.g., B&B, motels, inns) to include NHB in their publications or in-room guides;
 - Promote the NHB website by linking to partner cross-promotion websites;
 - Coordinate with other regional, State or National Scenic Byways to combine resources through promotion and marketing sharing opportunities;
 - Increase the visibility of the NHB in regional tourism marketing materials and publications.
 - Create NHB merchandise (hats, shirts, etc.) and determine proper marketing and delivery methods.
 - Develop a walking tour for the communities along the corridor that incorporates the cultural heritage and history of Sussex County (ex. Seaford, Bethel, Blades, Concord and Laurel);
 - Invite private sector travel and lifestyle publishers to write feature stories about the NHB.
 - Add the NHB route to the national and international scenic drive publications and maps (including online versions);
 - Employ a publicists to actively promote the NHB corridor and story;
 - Design and implement one or more media/tourism FAM (familiarization) trips for the NHB;
 - Conduct marketing research on the corridor, including refinement of the target markets.
 - Create itinerary files to be shared with the GPS/navigation users to supplement their in-car experience
 - Develop a geocaching group and/or tour
 - Engage the bicycle community to enhance cycling

opportunities, safety and amenities along the NHB corridor

- Propose key sites, such as the Hearn's Rawlins Mill and Woodland Park as key visitor locations and information centers

Long Range (2022 and Beyond)

- Have a consistent marketing focus on the historical and recreational traveler and education/story seekers;
- Continue to engage outdoor enthusiasts in promotions and marketing
- Create a corridor-wide auto tour with landmark interpretation and wayfinding;

Many of the short-range marketing and promotional strategies will require substantial resources, both financial and staff-based. Therefore, it will be necessary to acquire outside resources (ex. grants and agency appropriations) to ensure these strategies will be implemented.

6.9 Assessment/Updating

Each action item created for the promotion and marketing plan will be assessed for its ability to further the vision and goals of the NHB. This process should occur prior to implementing any of the suggested strategies, and should include a formal plan for assessment, including a means of measuring the return on investment (ROI). A useful tool for empirically defining the economic impact of Byway designation is the Economic Impact Tool designed by the America's Byway Resource Center in 2010. Information for each marketing and promotional strategy will be developed prior to program implementation. Questions to be answered during this assessment process include the following:

- Who will act as the responsible party for this initiative?
- How does this initiative fit with local, regional, state, or agency tourism plans?
- What is the distribution plan for the products of the initiative?
- How will the effectiveness of this initiative be assessed?
- Briefly describe the purpose or proposed outcome

of the initiative;

- How does this strategy or initiative support the vision and goals of the NHB?
- Which marketing objective(s) does this strategy or initiative support?
- What is the estimated budget for this strategy or initiative?
- What is the timeline for this strategy or initiative?
- How will return on investment (ROI) be determined?

6.10 Multi-Lingual Promotion, Marketing and Information Plan

The NHB is an international destination, and as a result, multi-lingual information and promotional materials should be incorporated into promotional materials. Currently, there are no concentrated efforts by the Steering Committee to produce multi-lingual information. This chapter of the CMP proposes a multi-lingual plan and outline (see below) for the NHB corridor, and will address Point #17 of the All-American Road/National Scenic Byway designation criteria.

NATIONAL SCENIC BYWAY CMP POINT #17

A plan for addressing multi-lingual information needs.

Listed below are several suggested steps towards implementing effective multi-lingual informational materials:

1. The Steering Committee should form a multi-lingual subcommittee, choosing a leader or chairperson that has a thorough understanding of multi-lingual needs and international travel characteristics and patterns. The group should include a university or educational faculty representative with a multi-lingual background and a tourism development professional familiar with inbound foreign visitation patterns and the capabilities of the host communities. This individual should serve as a technical expert, providing further direction and insight.

2. A corridor-wide assessment to determine the international traveler activity on the Byway. Further, target international markets should be identified by performing an assessment of marketing, outreach and promotional materials.
3. The business community, tourism entities and local governments should be included in a corridor-wide workshop to review the multi-lingual needs assessment survey. This is a vital step used to qualify the survey's finding and to ensure a cohesive direction for future multi-lingual efforts.
4. Develop a uniform document, such as a Fact Sheet, that outlines the workshop and survey results, and charts a definitive course for future multi-lingual efforts.
5. Create a Nanticoke Heritage Byway Marketing and Promotion Plan with a focus and action list that delineates the future steps and design characteristics of multi-lingual information and materials. This list should include: language parameters and dialects; color schemes; media; and a schedule (short/long-term).
6. Start a multi-lingual informational campaign, targeting selected internationalities to maximize efficiency. The campaign should be implemented in the chosen markets, and followed by a survey to determine if the provided multi-lingual information was beneficial and created the traveler draw.

As the pattern of increased globalization and international tourism/travel continue to increase, so too does the need for multi-lingual information (wayfinding/interpretation, marketing materials, etc.), and promotional and marketing material along the NHB corridor. Conducting the multi-lingual needs assessment will determine the correct international markets to pursue, and allow the NHB Steering Committee to meet the needs of international visitors.

7

Wayfinding, Interpretation and Byway Discovery Zones



This chapter will present a general summary of the wayfinding, interpretation, and signage found along the Nanticoke Heritage Byway (NHB) corridor. It will also define several wayfinding goals and objectives to assist in the development of a logical Wayfinding and Interpretation Assessment Plan (WIAP) and encourage enhanced wayfinding, interpretation and signage along the Byway corridor. This chapter will also focus on the development and definition of key Discovery Zones to be located along the Byway.

NATIONAL SCENIC BYWAY CMP POINT #14

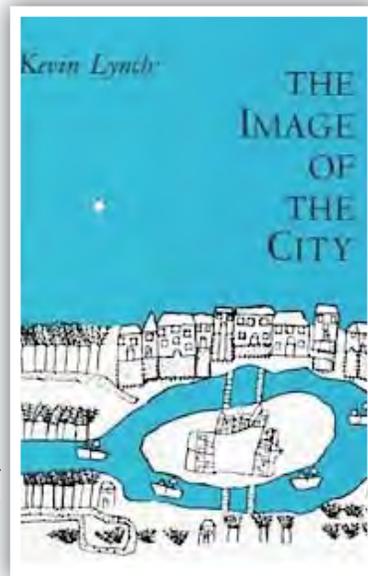
A description of what you plan to do to explain and interpret your byway's significant resources to visitors.

Wayfinding is defined as signs, maps, and other graphic or audible methods used to convey location and directions. Proper wayfinding allows for the traveler to successfully move in their present space to their destination, even if the destination is imprecisely known. In its simplest form, wayfinding answers the questions, "Where am I?" and "Which way am I facing?" It allows the user to make correct decisions and helps form a visual image of a space. This information is commonly spatial and environmental and is often the result of a deliberate plan or series of plans.

Traditional signage design is a small component of the larger concept of wayfinding. To manifest efficiency in wayfinding, the designer(s) assess all of the environmental issues that affect the user's ability to find their way along or within a location or along a corridor, such as this Byway. The result is a plan and/or design approach that produces a high-quality communications solution, capable of identifying sources of confusion in the environment, which may be operational, organizational, having to do with terminology, or due to the design of the site or resource itself. Wayfinding resolves these issues and presents an appropriate solution or a variety of options that the traveler can choose from.

During the development of this CMP there were many community workshops held. Wayfinding, and signage in general, came up as a topic of discussion at every workshop. It was clear that the public and the Steering Committee would like to see a comprehensive, detailed Wayfinding and Interpretation Assessment Plan (WIAP) produced in the short-term (1-2 years). A WIAP provides a detailed picture of existing wayfinding and interpretation and offers detailed methods to improve (if needed) the wayfinding environment along with locational options and suggestions.

Urban planner Kevin A. Lynch is credited with first using the term "Wayfinding" in his 1960 book *Image of the City*, where he describes wayfinding as "a consistent use and organization of definite sensory cues from the external environment."



Wayfinding design encompasses six (6) key principles:

1. Create an identity or theme at each location, different from all others (this will be discussed in the Discovery Zone chapter of this CMP as well)
2. Use landmarks to provide orientation cues and memorable locations
3. Create well-structured and easy to traverse pathways
4. Create regions of differing visual character
5. Don't give the user too many choices in navigation – keep it simple
6. Provide effective signs at decisions points to help wayfinding decisions

7.1 Wayfinding

Currently, the Nanticoke Heritage Byway has a limited wayfinding system in place, both in terms of signage along the corridor, and “soft” wayfinding such as brochures, maps, and booklets. Challenges presented to the traveler come in the form of road name changes, turns and deviations, and the loop and spur type layout of the Byway. The Byway could benefit greatly from the implementation of accurate and efficient wayfinding and the development of a well-reasoned WIAP will be crucial to ensuring the fulfillment of the Byway traveler’s experience.

Based on a proper understanding of the unique character and story of the NHB corridor, the following goals and objectives are considered critical to the development of an efficient WIAP.

- Relay the corridor’s history and culture through wayfinding design solutions.
- Enhance the arrival and wayfinding experience along the corridor through gateway development and enhanced wayfinding signage.
- Provide information (digital, paper, etc.) to assist travelers so they can easily access the corridor’s intrinsic resources.
- Enhance the NHB’s image as an accessible, attractive, and active destination through distinctive, themed/branded, useful graphics and wayfinding mediums.
- Present the travelling public with a cohesive wayfinding system that is recognizable and unique.
- Simplify traffic patterns by directing the travelling public along the most desirable routes.
- Remove Byway traveler’s anxieties and make their experience more memorable.
- Coordinate signage with other Byways in the region.

7.3 Wayfinding Categories

The following list of wayfinding categories group the different forms of wayfinding into similar areas:

Gateway/Entrance

Gateway features create a memorable impression on the traveler, signifying the boundary of the Byway. Gateway features can be located at the entrance,

termini, and at key locations along the corridor where main access points enter or merge with the Nanticoke Heritage Byway. Gateway features help to define the given space of a corridor and let the traveler know they are entering a uniquely special place.

Orientation

Orientation wayfinding and signage identifies direction and distance to intrinsic resources and other points of interest located along the Byway.

Identification

Identification signage and/or wayfinding specifies the names of intrinsic resources and points of interest for travelers.

Interpretive

Interpretive signage instructs or provides the education information about a site, resource, or location. Interpretive wayfinding relays the elements that are most personal and inherently unique to the corridor.

Regulatory

Regulatory signage provides the traveler with the applicable rules, laws, or safety information of the Byway.

7.4 Interpretation

The National Association for Interpretation (NAI) defines interpretation as a “mission-based communication process that forges emotional and intellectual connections between the interests of the audience and the meanings inherent in the resource” (Source: National Association for Interpretation, 2014). Through interpretation, the traveler is able to receive education and information about a resource. Interpretation is a vital function for the Scenic Byway industry as travelers seek information to build stronger connections with a resource, and ultimately, the Byway itself. The section will review interpretation and its beneficial uses along the NHB and address the different mediums, themes, and principles.

Through education, interpretation builds knowledge and helps to accomplish the NHB’s vision. Interpretation enhances understanding, resulting in a better informed constituency for supporting the

corridor's goals and strategies. It also encourages a sense of stewardship and ownership among both visitors and stakeholders. Interpretation encourages curiosity and provokes thought. It can come in a variety of forms, more than just words and images; interpretation can be incorporated into buildings and elements without labels or explanation.

7.4.1 Interpretive Mediums

There are a variety of mediums that can be used for the production and delivery of interpretation. Examples of these different presentation mediums are as follows:

Tours

Tours provide the benefit of a guided experience, narrated with a special understanding of the corridor. Travelers can use tours to gain unique perspectives on intrinsic resources that would otherwise go unshared. Tours along a Byway are one of the most utilized interpretive techniques and should be applied to the NHB as well.

Signage

Signage is extremely important for the purposes of sharing information or messages to travelers. Signage can take a variety of forms, be it free standing or incorporated into a building or structure/resource. Interpretive elements can also coexist with other types of signage such as wayfinding/maps with an interpretive sidebar.

Media/Digital Technology

Interpretation that delivers shared information or messages through technological devices is an emerging and constantly advancing/evolving area of visitor interpretation. Examples of such technologies include, but are not limited to: smartphones; electronic kiosks linked to global positioning systems (GPS), sound wands or listening devices linked to broadcast systems; and low-wattage FM radio stations. Social media also assists with interpretation through the use of uploaded videos, input and reviews, blogs, or other social media platforms. Social media can be a major component of this medium as it can oftentimes be a traveler's first exposure/impression of the Byway.

Programming

Programming includes non-recurring events, occurring at a specific period of time and date(s), such as special events, classes, lectures, symposia, and workshops.

Web Learning

Web learning involves information and images that are shared via the internet, including: activities; games; curriculum; identification; and graphics.

Exhibits

Through exhibits, travelers interact with three-dimensional displays, or activities, designed to be self-explanatory (independent of pre-programming or a guide).

7.4.2 Interpretive Categories/Themes

The NHB corridor encompasses several different, significant themes, including: seafaring and maritime heritage; agriculture and farming; Native American legacy through the Nanticoke Indian Association; and the influence on the region of DuPont and early to mid-twentieth century industry. These interpretive themes should be embraced by the Byway and should be a primary focus for all interpretation and signage that is developed along the corridor.

7.4.2 Interpretive Categories/Themes

The following principles are guidelines that interpretive material or mediums should follow to most accurately relay the story of the NHB corridor:

- Be appropriate and to the point – All elements of signage and interpretation along the Byway should be designed and constructed in consideration of the scale to the use and user.
- Be of consistent attitude – Everything seen and experienced by the public should reflect a consistent attitude and philosophy of the Byway. Publications (fliers, brochures, announcements, website, etc.) should be cohesive in nature, design, and style. This approach eliminates traveler confusion by indicating that the materials have emerged from, and most importantly, represents the character of the Nanticoke Heritage Byway.
- Engage all senses – The use of plants or other natural material for color, texture, smell, light,

sound, and scale have the ability to tell or enhance a story, when appropriate.

- Embrace change – Given the eventuality that resources and landscapes will grow, change, and even decay over time, natural properties should be included in the aesthetic message. Preparation should be made for this consideration early in the design process.
- Fit the historic context – Sign and marker design should represent the historical elements of the Nanticoke Heritage Byway without replicating them. Design concepts can express a sense of innovation while still reflecting the corridor’s past values.
- Use character befitting the place – Regional form and function should greatly influence the character of signage. The character of the naturalistic environment, so important to travelers and stakeholders, should be retained in displays, pathways, buildings, parking, and outdoor interpretive shelters. The Context Sensitive Solutions (CSS) manual, prepared by DelDOT, may be a useful resource to ensure that this area of concern is addressed.
- Structures and materials tell the story – Style, design, and material types relay the NHB’s story just as effectively as words and graphic images. A structure can greatly influence visitor experience, allowing people to circulate in one direction, but not another. Structures can frame, inhibit, or enhance natural views. They can allow a traveler to sit, converse, participate, and interact, or not. Proper design should allow for the materials to relay the intended message, story, and feelings to the traveler.
- Place only a few, small, harmonious signs – It is important to consider that signs, markers, and other built elements are man-made items in natural landscapes. These physical structures, if not managed, have the potential to distract from the immersive quality of the intrinsic resource. It is important that the traveler feels a connection with the natural setting. Again, DelDOT’s CSS manual may assist with this effort.
- Be unobtrusive – Signage and markers should be located among the landscape, surrounded by vegetation when possible. This strategy gives the

appearance that they have coexisted with the natural environment, even when they are new.

- Be polite – All signs and interpretation should have good manners. They should reflect the human hand and craftsman’s mind, displaying elements of warmth and imperfection that are relatable to the traveler.
- Cluster and incorporate – Interpretive markers should be located near, and incorporated into the design of the existing built element, when possible. This helps to avoid cluttering the landscape with signage.
- Use positive language – Emphasis should be placed on the behavior and activity that is encouraged at a particular location, as opposed to the negative connotation that regulation carries.
- Communicate effectively – Interpretation and wayfinding rely on effective communication. This requires the NHB to portray a recognizable identity and brand.
- Acknowledge contributions – Many opportunities exist to place donor recognition at built elements along the Byway, including: shelters; benches; graphic panels; and their supports. Visual recognition through engravings or symbols should ideally occur in a designated place, in standard design style, and on specific built elements. Donor recognition should be consolidated.

7.5 Discovery Zones

The Western Sussex County area of Delaware shares many common themes. Similar landscapes, cultural ties, development patterns, and recreational themes exist throughout the region. However, each community along the Byway corridor maintains their own unique qualities, perspectives, and activity levels. The concept of Discovery Zones helps highlight each of these special community characteristics, while tying together the region through the Nanticoke Heritage Byway. The Nanticoke Heritage Byway Discovery Zones are more than just geographic places, notated on maps and promotional publications. They define activity areas, personify each community’s personality and heritage, help relay the Byway story, and assist travelers in planning and making the most of their trip to the region.

Four (4) Discovery Zones have been identified for the NHB. These locations were determined and confirmed through much discussion at community workshops and Steering Committee meetings. The following four (4) Discovery Zones of the NHB are:

7.5.1 Seaford/Blades Discovery Zone

This Discovery Zone includes the following Intrinsic Resources:

- Cannon-Maston House; Edgar and Rachel Ross House; First National Bank of Seaford; Former DuPont Factory; Harriet Tubman Marker; Hearn and Rawlins Mill; Historic Seaford; Ross Mansion and Plantation; Seaford Museum; Seaford Train Complex; St. Luke’s Protestant Episcopal Church.



7.5.2 Laurel Discovery Zone

This Discovery Zone includes the following Intrinsic Resources:

- Chipman’s Mill; Christ United Methodist Church; DuPont Factory Workers Homes; Historic Laurel; Laurel Heritage Museum; Old Christ Church; Ross Point School; Spring Garden; St. Philip’s Protestant Episcopal Church; Trap Pond State Park.



7.5.3 Concord Discovery Zone

This Discovery Zone includes the following Intrinsic Resources:

- Concord Pond Dam; Pine Grove Furnace Site.



7.5.4 Bethel/Woodland Discovery Zone

This Discovery Zone includes the following Intrinsic Resources:

- Bethel Historic District; Bethel Heritage Museum; Bethel Memorial Park; Bethel Store; Philips Landing State Park and Captain John Smith Memorial; Sailor’s Bethel Methodist Church and Graveyard; Cannon Hall; Woodland Ferry; Woodland United Methodist Church.



7.6 Next Steps

The NHB Steering Committee should focus on the following recommended steps in an effort to create a wayfinding and interpretation atmosphere along the NHB corridor that aligns with the vision and goals of the Byway communities and this CMP. In addition, promoting and adhering to the defined Discovery Zones and their character and “theme” should be a key item of focus.

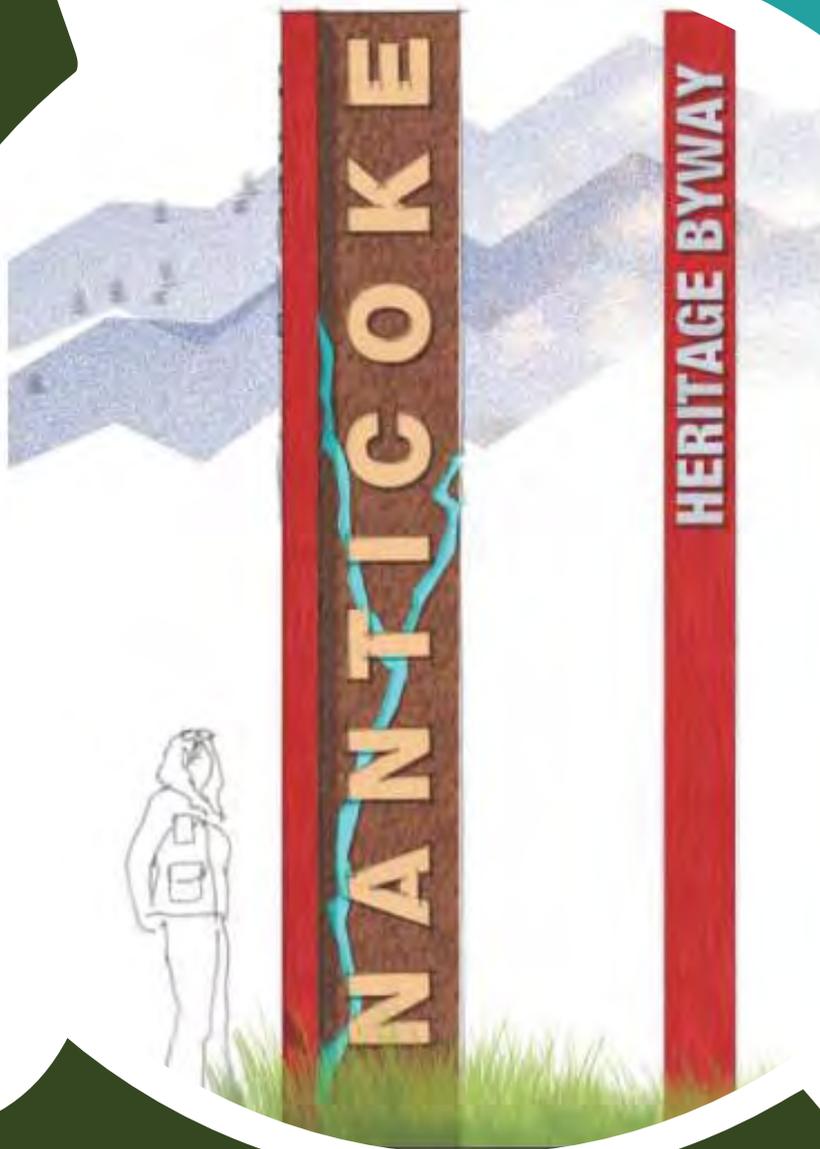
**NATIONAL SCENIC BYWAY
CMP POINT #11**

A plan to make sure that the number and placement of highway signs will not get in the way of the scenery, but still be sufficient to help tourists find their way. This includes, where appropriate, signs for international tourists who may not speak or read English fluently.

- Conduct an inventory of all existing and planned wayfinding and interpretation along the entire corridor, and possibly the region. The inventory should include a condition assessment and photo log and be available in GIS and GPS formats.
- Create an interpretative plan matrix that identifies, for each category, the statement of significance, subthemes, target audience/market, and the services and media that will be used.
- Addressing the maintenance and operations of the wayfinding and interpretation along the corridor, both existing and planned, is vital. The NHB should pursue active and continued coordination with DelDOT and the Byway's local municipalities. Adherence to the Manual on Uniform Traffic Control Devices (MUTCD) is imperative.
- Develop a Wayfinding and Interpretation Design Manual to be shared with local and state regulatory entities. This Design Manual can be part of the WIAP, if desired.
- Develop a series of prototype signs and panels, able to be replicated, to ensure consistency with the planned NHB wayfinding and interpretation.
- Assess the multi-lingual wayfinding and interpretation needs of the corridor.
- Ensure that the number and placement of signs will not impact traveler safety or the visitor's experience.
- Embrace and promote the four (4) identified Discovery Zones along the Byway.

8

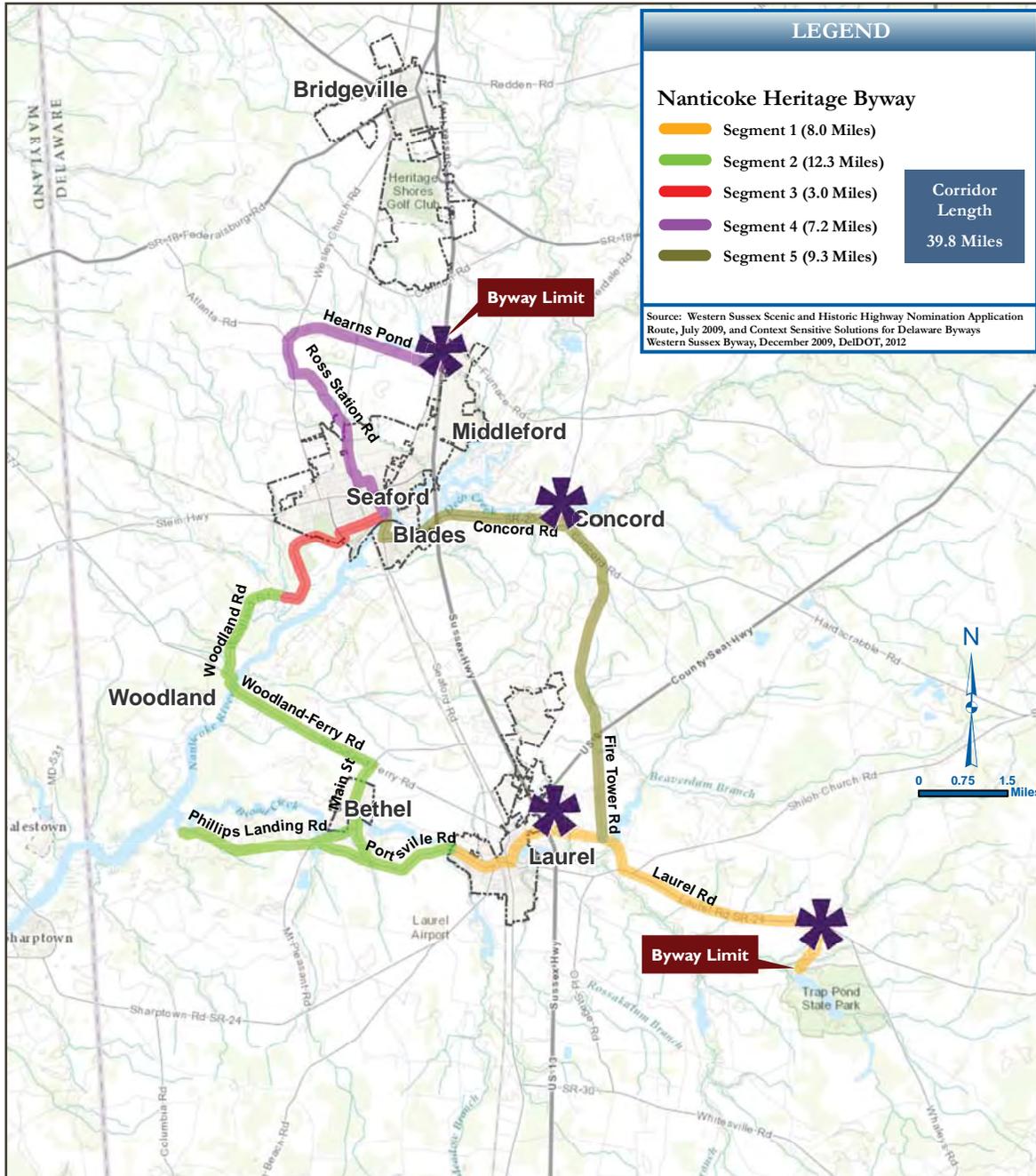
Gateway Design



8.1 Gateways

Gateways identify the entrances to the Nanticoke Heritage Byway (NHB) corridor and its associated intrinsic resources. These features can be located at the termini of the Byway and also at key locations along the Byway where main access points enter or merge with the NHB. They announce the traveler’s arrival to a unique corridor and its intrinsic resources and offer the visitor with a sense of direction. The NHB has many potential locations for gateway features, as depicted in the figure below in Figure 8-1. These locations were reviewed and assessed with the public and the Steering Committee during the development of the CMP.

Figure 4-1: Project Study Area



Denotes proposed gateway locations

8.2 Gateway Design Concepts

The following section presents three conceptual designs for NHB gateways. These conceptual designs were presented to the public at a Public Workshop held May 13th, 2014 at Memorial Hall at St. Philips Church (Laurel, DE). Comments were collected and passed along to the Steering Committee and DelDOT for further phases of gateway development.

8.2.1 Gateway Design Concept #1

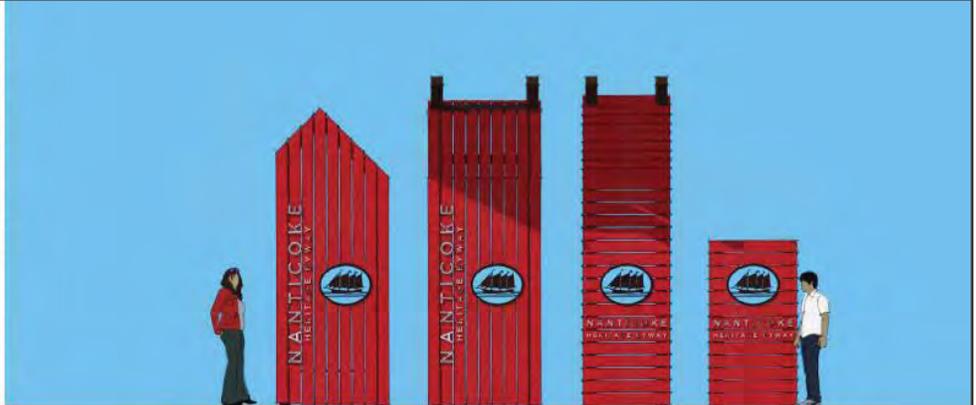
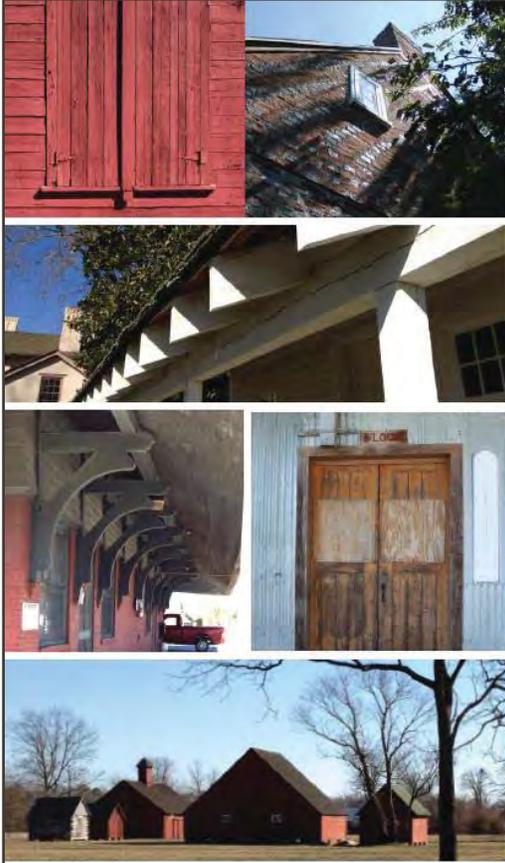
- CREATING A SENSE OF SCALE
- RESPECT HISTORY THROUGH CONTRAST
- RICHNESS OF MATERIAL AND COLORS
 - RED WOOD
 - WEATHERED STEEL/IRON

NANTICOKE HERITAGE BYWAY
NOVEMBER 6, 2013

CONCEPTS :: GATEWAY 1

Tran Systems | DIX LATHROP AND ASSOCIATES, INC.

8.2.2 Gateway Design Concept #2



- ABSTRACT ELEMENTS OF LOCAL ARCHITECTURE
- PROVIDE AN INTERACTIVE SPATIAL EXPERIENCE
- RICHNESS OF MATERIALS AND COLORS IN A CLEAN EXPRESSION

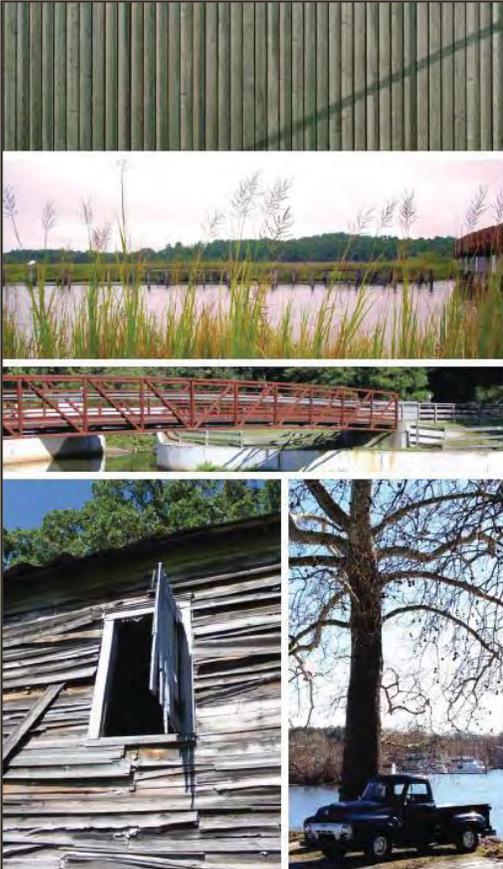


NANTICOKE HERITAGE BYWAY
NOVEMBER 6, 2013

CONCEPTS :: GATEWAY 2



8.2.3 Gateway Design Concept #3



- RESPECT HISTORY THROUGH CONTRAST
- INSPIRED BY COLORS IN THE LOCAL LANDSCAPE
- RICHNESS OF MATERIALS
- WEATHERED STEEL
- CYPRESS

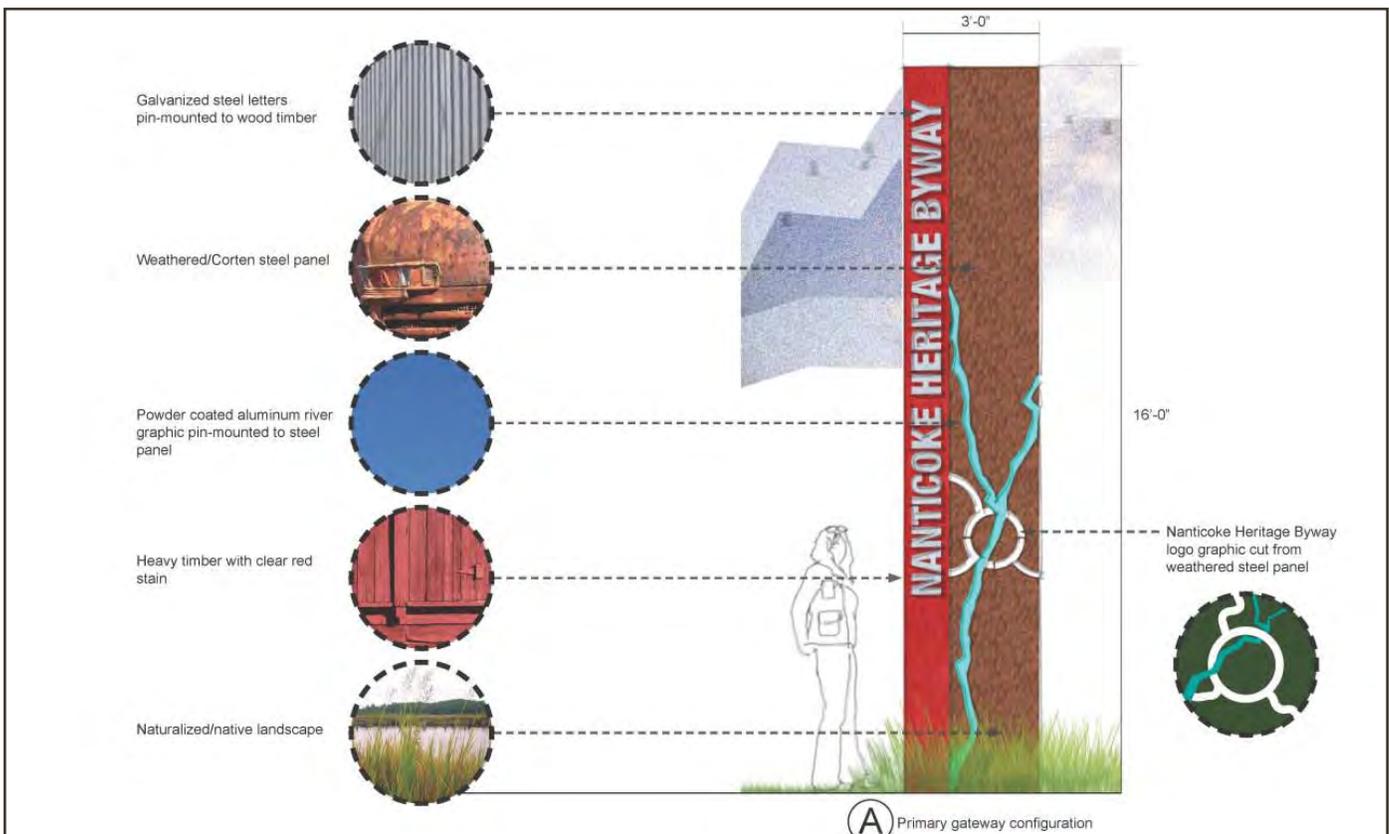


NANTICOKE HERITAGE BYWAY
NOVEMBER 6, 2013

CONCEPTS :: GATEWAY 3



Ultimately, after the solicitation of public comments during community workshops and stakeholder discussion during Steering Committee meetings, **Gateway Design Concept #1** was selected as the preferred gateway design concept. A fuller scope of the final gateway design concept is pictured below:



9

Conservation, Preservation and Protection of Resources



9.0 Conservation, Preservation and Protection of Resources

This chapter of the Nanticoke Heritage Byway (NHB) Corridor Management Plan (CMP) details the existing conservation, preservation and protection techniques already in-place and implemented by DelDOT, neighboring counties and municipalities along the Nanticoke Heritage Byway (NHB) corridor. In addition, this chapter describes the conservation, preservation and protection techniques administered by private entities operating within the State of Delaware. This chapter is critically important to the NHB corridor as the conservation, preservation and protection of the area’s many historical resources are vital to the health of the Byway. Preservation and protection efforts should be cited from the policies of the local governments within proximity to the NHB corridor as these comprehensive planning efforts provide legislative support to the preservation goals of the CME.

**NATIONAL SCENIC BYWAY
CMP POINT #3**

A strategy for maintaining and enhancing the Byway’s intrinsic qualities.

This chapter will highlight the strength of existing preservation techniques and provide a summary of options the NHB Steering Committee and other Stakeholders may utilize to not only maintain, but also enhance the intrinsic qualities and resources of the NHB corridor. The preservation and protection techniques covered in this chapter pertain to the core resource categories of the NHB – scenic, natural, and historic resource preservation, as well as policies specific to enhancing the corridor’s unique story. When new development is proposed, it is important that these referenced plans and policies be reviewed and applied, as applicable, in an effort to preserve the intrinsic qualities of the Byway. In addition, the information contained within this chapter can be utilized to enhance existing development along the Byway.

**NATIONAL SCENIC BYWAY
CMP POINT #5**

A strategy of how existing development might be enhanced and new development accommodated to preserve the intrinsic qualities of your Byway.

9.1 Sussex County and Municipality Policies and Plans

The following section provides a summary review of Sussex County and municipality codes, policies, and plans that are supportive of the NHB CMP and its associated Vision, Goals, Strategies, and Action Plan.

9.1.1 Sussex County

This section will outline the supportive policies and plans of Sussex County.

9.1.1.1 Land Use

Sussex County has established an array of broad goals and strategies that will benefit the implementation and sustainability of the NHB CMP and associated elements (i.e., Corridor Vision, Goals, Action Plan, etc.) Sussex County also has in place many policies that complement the inherent intent of the overall CMP, which is to enhance the corridor’s resources, provide economic development opportunities for the communities along the Byway, and to share the corridor story with Byway travelers. The entire NHB corridor is located within Sussex County limits. As such, the preservation and protection techniques utilized within the County will undoubtedly affect the Byway. The **Future Land Use Element of the Sussex County Comprehensive Plan** (2008) contains a strong preservation and protection vision with goals, objectives and strategies, such as identifying Growth Areas, prioritizing the protection of critical resources and establishing Preservation Districts that directly benefit the establishment of this CMP.



Sussex County describes its Future Land Use Plan as “probably the most influential part” of their Comprehensive Plan. Several of Sussex County’s seven future land use goals directly correlate with the objectives of the NHB CMP. Most importantly,

Sussex County's view towards preservation includes encouraging tourism and tourism job providers to consider the County, and its numerous intrinsic resources.

Sussex County intends to direct development to **Growth Areas** that have community services, or can secure them cost effectively. The County envisions the remainder of its land area as a predominantly rural landscape where farming co-exists with appropriate residential uses and permanently preserved property. To accomplish these goals, Sussex County provides density bonuses, under certain conditions, to developers who agree to pay into a fund that the County uses to acquire open space. Also, Sussex County wishes to explore techniques such as Transfer Development Rights (TDR), giving developers the right to build at higher densities in other, more suitable locations if they agree to permanently preserve certain rural lands.

The County has prioritized protecting critical natural resources by guarding against over-development and permanently preserving selected lands. Through its Future Land Use Plan Element, the Sussex County Comprehensive Plan outlines Federal, State, County and private sector programs designed to voluntarily preserve eligible, natural lands. An example of such a program is the **Sussex County Land Trust**. The Trust was created to purchase property and protect easements. The objective of this program is to create a "Grand Preservation Loop" with connectivity to other preserved parcels and open tracts.

Another such program outlined by the Future Land Use Element is the creation of **Preservation Districts**. These Districts are designated by the Delaware Agricultural Lands Preservation Foundation, through the Delaware Department of Agriculture. These Preservation districts are intended for farmlands, historic districts and wildlife habitats. They provide protection from nuisance complaints and exemptions from real estate transfer fees, county and school taxes.

9.1.1.2 Historic Preservation

Historic Preservation efforts are made deliberately to maintain, restore and protect buildings and landscapes

that relay a particular area or region's past. The Historic Preservation Element of the Sussex County Comprehensive Plan (2008) states that successful historic preservation requires foresight, organization and adequate funding. The NHB strives to achieve all three benchmarks through its partnerships with government, non-profit advocates, local historical societies and private citizens.

Historic buildings and artifacts not only provide perspective about Sussex County's past, but they also have tangible, contemporary economic value. The Nanticoke Heritage Byway is filled with historic sites and landmarks, with the potential to attract tourists, create jobs, and generate revenue for the region. Sussex County's view on historic preservation emphasizes reuse, quality of life, and sustainable economic growth. Historic preservation efforts throughout Sussex County, particularly in the NHB corridor, also contribute to all five of the principles comprising the State of Delaware's Livable Delaware initiative. Those principles are:

- Guide growth to areas that are most prepared to accept it in terms of infrastructure and thoughtful planning;
- Preserve farmland and open space;
- Promote infill and redevelopment;
- Facilitate attractive, affordable living;
- Protect quality of life while slowing sprawl throughout Delaware.

Sussex County outlines key historic preservation strategies relevant to the efforts of the NHB corridor. This CMP recognizes these strategies, as well as NHB leadership for adopting several of these approaches to historic preservation. First, the Historic Preservation Element of the Sussex County Comprehensive Plan advocates for partnerships with the State of Delaware, Preservation Delaware, Inc., local municipalities and private property owners to: encourage nominations from Sussex County to the National Register of Historic Places; share more information about the benefits of historic preservation with local officials and the general public; and promote economically viable alternatives to demolition, such as more adaptive reuse of older structures.

Sussex County has also proposed preparing a model ordinance that regulates the demolition of historical structures and some large scale exterior renovations to historic structures. The County suggests that towns can adopt these types of regulations by applying them to a district or adopting them as an overlay ordinance applying to buildings meeting certain specific criteria regardless of their location. The Sussex County Comprehensive Plan identifies adopting an ordinance regulating the demolition of historic structures as part of a more general demolition permitting process.

Finally, Sussex County advocates for the integration of historic preservation criteria into the County’s development review process. This would entail requiring information about a site’s historic status to be included as part of an application.

9.1.2 City of Seaford

Like Sussex County, the City of Seaford has targeted a plan for growth that places an emphasis on steering growth to specified locations within the City. Through their Comprehensive Plan, the City has developed sound goals that align with the interests of the NHB corridor. Seaford lists the following as preferred goals that the strategies within the Comprehensive Plan (2008) seek to achieve:

- To preserve and enhance Seaford’s historic heritage;
- To revitalize Seaford’s downtown area;
- To improve the safety and mobility of the transportation network;
- To protect sensitive environmental area and the water quality of the Nanticoke River.

9.1.2.1 Housing and Community Development

Under the **Housing and Community Development** section of the City of Seaford Comprehensive Plan (2008), the City expresses a desire to formulate additions to the Zoning Ordinances that promote



targeted, smart growth. The City suggests an ordinance that will “provide for a comprehensively planned project integrating residential, commercial, industrial, and institutional uses.” The City gives several reasons for enacting such an ordinance, including: provide for a flexible planning approach; reduce travel time between home, work, and shopping; promote the location and development of “target” industries designated by the City; and to preserve the City’s historic and cultural heritage.

9.1.2.2 Land Use Plan and Annexation

The **Land Use Plan and Annexation** subheading of the Seaford Comprehensive Plan (2008) provides for the protection of sensitive areas. Citing recent changes in the land use surrounding the Nanticoke River watershed, changes have occurred in Delaware at the local level to address water quality, land use, agricultural practices, and land preservation. These changes will undoubtedly affect the Byway corridor. Further, the Delaware Department of Natural Resources and Environmental Control’s (DNREC) Department of Parks and Recreation has compiled a State Natural Areas Inventory. The inventory includes lands that are environmentally critical, with a high quality of bio-diversity. DNREC includes the Nanticoke River State Resource Area in its State Natural Areas Inventory because of the area’s value habitat protection areas, scenic areas, and historically significant areas.

9.1.2.3. Historical and Cultural Resources

The **Historical and Cultural Resources** section of the City of Seaford’s Comprehensive Plan begins with this quote:

“Historic Preservation Involves recognizing places from our past that are important to the American people, caring for them, and then using them in ways that enrich all of our lives. These special places reveal every aspect of our country’s origins and development—our land, houses, workplaces, parks, roadways, waterways, places of worship, and objects of art. Historic places help us understand who we are,

as well as the meaning of our accomplishments and shortcomings. Preservation, above all, protects and maintains our past for future generations – the stewardship of our nation’s legacy.”

The City of Seaford has an acute awareness as to the value of their numerous, historical resources. At the time the City’s Comprehensive Plan was published (March 25th 2008), Seaford was home to 16 sites that are listed on the National Register of Historic Places. The number of historic landmarks within the City demonstrates the cultural significance of the NHB corridor. Seaford’s recommendation, as it relates to Historical and Cultural Preservation, is the preservation of the historic downtown area.

9.1.3 Town of Bethel

The Town of Bethel is unique, and consequently, a tremendous asset to the NHB Corridor, because the entire municipality was added to the National Register of Historic Places in 1975. The Bethel Historic District, created in September 1974, encompasses all



lands within the current defined Town boundary, and implies historical consideration is given to all homes over 50 years in age.

Bethel’s Comprehensive Plan (2006) provides a framework for development and growth for the town and is used to improve the Town’s land development codes. It serves as an official statement about the future of the Town, and as a unified advisory document for local governing bodies.

9.1.3.1 Planning Goal and Vision

The Town of Bethel’s **Planning Goal and Vision** is characterized by a strong vision and six goals, all of

which are shared by the NHB corridor. Bethel’s vision reads “Bethel is a small historic, rural town with a rich history of agricultural and maritime heritage that will maintain its small town character while allowing for modest growth and redevelopment that is consistent with its surroundings and current community character.”

- To maintain the small town atmosphere and rural setting through the adoption of appropriate zoning and land use ordinances.
- To encourage modest growth that is in tune with existing growth within the community.
- To preserve the rural atmosphere by balancing the protection of rural land with the needs of residents.
- To restore and maintain Broad Creek so it continues to be a source of recreation and economic opportunity to the community.
- To ensure the protection of natural resources for the enjoyment and health of the existing and future residents of the community.
- To encourage the development and implementation of a historical preservation program to protect these cultural resource within the community.

9.1.3.2 Future Land Use

The **Future Land Use** section of the Bethel Comprehensive Plan (2006) outlines goals and priorities for zoning classifications for the Town. The future vision set forth by the Town of Bethel is conducive to that of the NHB Steering Committee. Pertaining to residential land uses, the Town of Bethel emphasizes the preservation and rehabilitation of existing homes. Bethel’s commercial land use policies are to promote and encourage continued agricultural businesses, and to disallow large-scale, regional retail uses. Instead, they desire to promote restaurants, retail stores, and recreational uses that provide goods, services, and jobs to the Town. Several of the Town’s institutional uses, as determined by the Bethel Comprehensive Plan, are also intrinsic resources of the NHB. The Town of Bethel seeks to encourage their continued operation and role in the community by designating them for future institutional purposes.

9.1.4 Town of Laurel

The 2010 Greater Laurel Comprehensive Plan seeks to achieve a balance between growth and preservation and residential and business use while revitalizing US Route 13 and the Historic Town Center.” This balance should consider environmental, historical and economic perspectives. The Town of Laurel emphasizes the community’s values, including its traditional neighborhoods, agricultural economy and southern Delaware tradition.

9.1.4.1 Priority Actions

Among the top four priorities of the Laurel Comprehensive Plan (2010) is to “expand and promote Laurel’s historical and natural relationship with the Nanticoke River while connecting the Town Center and US Route 13 revitalization efforts.” The **Priority Actions** portion of the Town’s Comprehensive Plan (2010) relays the Town’s most pressing efforts, important planning objectives, and key partnerships. A core theme of these priority items identified by the Town of Laurel is development will be encouraged at existing centers and rural/farmland areas will be protected and prime natural resources will be conserved.

Priority actions identified by Laurel that closely mimic those of the NHB Steering Committee include:

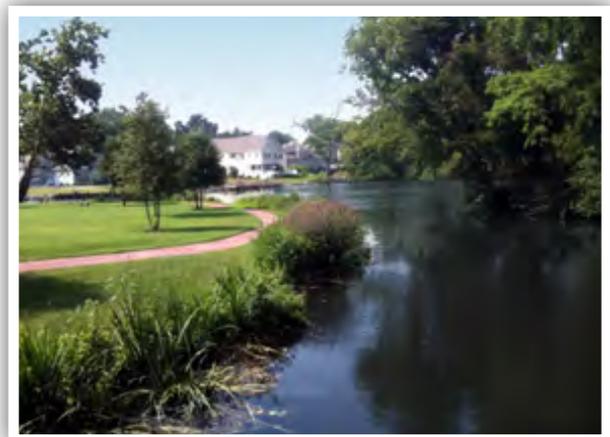
- Continue to implement the Community Facility and Service Improvements for the Laurel Public Library, Laurel Town Hall, the Laurel Historical Society, and the Laurel Redevelopment Corporation;
- Continue to work with various partners to implement Land Conservation Programs for the Broad Creek Greenway;
- Continue to implement Transportation Improvements to further grow a mix of transportation options throughout the community;
- Implement funding for a Town-Wide Rehabilitation and Reinvestment Program to protect property values and address future needs.

9.1.4.2 Historical Resources

The Town of Laurel, through the **Historical Resources** element of its Comprehensive Plan, recognizes the rich area’s agricultural heritage and appreciates the resulting cultural and historical resources that have evolved over time within Laurel and surrounding the community. The Town states that it will continue to work with non-profit, State and County partners to preserve these resources.

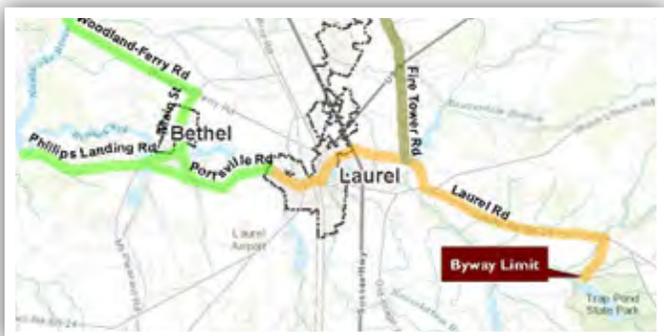
The Historical Resources section of Laurel’s Comprehensive Plan speaks extensively to the history and significance of the Laurel Historic District. Dating back to Delaware’s colonial history, the historic district’s period of significance remained until 1940. Among the property types located within the Laurel Historic District are: residential structures; various outbuildings; stores; warehouses; manufacturing buildings; bridges; schools; churches; and railroad related buildings and structures. Two objectives set forth by the Town’s Comprehensive Plan relating to the historic district are:

1. The Town of Laurel National Historic District should be reflected in the Zoning Ordinance as an Overlay District over the affected areas within the community;
2. Within the Overlay District the Town should be authorized to consider the U.S. Secretary of the Interior’s Standards and Guidelines for Historic Preservation in conducting its required site plan reviews.



9.1.4.3 Future Land Uses

The Town of Laurel defines the goal of its future land use efforts as continuing to provide for the very basic of land uses to allow for responsible growth within and around the community. Land use decisions will recognize the vision and goals detailed in the Comprehensive Plan, which are seen as inherent to Laurel's time, place and form as a historic village alongside Broad Creek. All land use and community development decisions will consider both the incorporated and unincorporated portions of the Greater Laurel Area.



9.1.4.4 Natural Environment

Laurel's waterways are the Town's most sensitive environmental feature. The Town of Laurel wishes to continue to protect them for the benefit of all residents and travelers using Federal, State, County and Town resources and programs for environmental protection.

Laurel and Broad Creek lay within the Nanticoke River and Chesapeake Bay watersheds. The Nature Conservancy and other conservation organizations are pursuing an active conservation program for lands within the watershed. The Nanticoke is considered one of the most ecologically significant watersheds in the Mid-Atlantic region. The watershed region is home to over 200 plant species, and almost 70 animal species



that are rare, threatened, or endangered. This area is a significant contributor to the ecological health of the entire Chesapeake Bay.

One of the primary concerns of the watersheds is the area's current nutrient levels. The Town of Laurel has set forth a goal of implementing Total Maximum Daily Loads (TMDLs) for pollutants of concern as described in Section 303(d) of the Federal Clean Water Act (CWA). The Delaware Department of Natural Resources and Environmental Control (DNREC) listed the Nanticoke River and Broad Creek on the State's 1996 and 1998 list for adopting TMDLs in regards to nitrogen and phosphorous. A TMDL sets a limit on the amount of a pollutant that can be discharged into a waterbody, while still protecting water quality. To accomplish implementation of the TMDL Regulation, Laurel proposes the development and implementation of a Pollution Control Strategy. The Strategy will be developed by DNREC in partnership with the Department's ongoing whole basin management program and the affected public.



9.1.5 Town of Blades

The Town of Blades is a residential community located on the NHB corridor. The Town’s Comprehensive Plan notes the intention to preserve the life and traditions, familiar to Sussex County. However, the document also notes a significant boom in population, and a resulting expansion in residential development. The overarching priority of the Town’s Comprehensive Plan is to balance the community’s tranquil character with its desire to encourage growth and opportunities.



9.1.5.1 Implementation Projects

Through their comprehensive planning effort, Blades has identified several Implementation Projects that are priorities for the Town. Several of these action items complement the agenda of the NHB Steering Committee. The Comprehensive Plan, drafted in 2008, gives a ten-year timetable for these recommendations to be implemented.

- **Community History and Culture Project**—The Town should work with citizens to determine important historical and cultural places in the town;
- **Pedestrian and Bicycle Study for Blades**—Blades should work with DelDOT to complete a pedestrian and bicycle study for the town;
- **Traffic Study for Blades**—Blades should work with DelDOT to complete a traffic study for the town that includes a review of truck traffic volumes and routes;
- **Environmental Protection Regulations and Practices**—Blades should adopt appropriate regulations to protect sensitive wetlands and woodlands along the Nanticoke River. Also, it is recommended that the Town work with DNREC to develop “best management practices” for urban uses, which will further the goals of the TMDL program.

9.1.5.2. Historical and Cultural Resources

The Historical and Cultural Resources element of the Town’s Comprehensive Plan gives readers background information, details planning principles, identifies goals, and gives recommendations for policies relevant to preserving the Town’s history and culture. A 1999 evaluation of the Town by the Delaware State Historic Preservation Office determined that there is a collection of structures that would qualify for eligibility on the National Register Historic Districts. This area is roughly bounded on the north by High Street, on the east by Arch Street, on the south by Eighth Street, and on the west by the Norfolk Southern Corporation railroad tracks. The proposed district contains significant, historical residences and churches from the 1880s to the 1940s. The Plan acknowledges that many of the structures have been altered, or are in very poor repair.



Moving forward, these historical buildings are extremely important to the character of the Town and the region. The Comprehensive Plan states that if the structures were to be restored and/or repaired it could enhance Blades’ small-town atmosphere. The revitalization of the structures in poor condition is a priority set forth by the Comprehensive Plan. This should be accomplished through a combination of increased code enforcement, private investment, and economic development. To demonstrate the Town’s commitment to this end, Blades facilitated Housing and Urban Development grants for repairs and maintenance.

The following are listed as relevant planning principles that Blades adheres by, in correlation to historical and cultural resource planning:

- Blades should seek to preserve the character and integrity of its existing neighborhoods while

encouraging new development that is compatible with the town's existing character and improves housing choice, as it serves a broad range of people in the community.

- Blades should pursue a development strategy that complements the small-town atmosphere.

The Historical and Cultural Resource subheading of the Blades' Comprehensive Plan concludes by giving a goal statement and subsequent recommendations. "It is the goal of the Town of Blades to balance the preservation and enhancement of significant historical and cultural features in the town with appropriate revitalization and economic development activities in order to create a unique and vital small town." The historical and cultural objectives of the Blades' Comprehensive Plan are clearly in harmony with the Nanticoke Heritage Byway's Goals, Vision and Mission. To accomplish their preservation goal, Blades has outlined three strategies: (1) Encourage stabilization and repair of older structures; (2) Consider pursuing a National Register District; and (3) Identify and protect important historic and cultural sites in Blades.

9.2 Resource Management Agencies and Related Programs

9.2.1 State Planning Efforts

9.2.1.1 Delaware Office of State Planning and Coordination

The "Delaware Strategies for State Policies and Spending" document, produced by the Delaware Office of State Planning and Coordination is "used to guide State agency operating and capital budget requests." The purpose of the document is "to coordinate land-use decision-making with the provision of infrastructure and services in a manner that makes the best use of our natural and fiscal resources." Policies in the document shall be used as guidelines for the state government "to make appropriate, cost effective investments in all areas of the State in order to promote efficient development patterns, protect agriculture and open space and discourage sprawl."

The two main goals of the Delaware Strategies for

State Policies and Spending are:

1. State spending promotes quality, efficient, and compact growth;
2. State policies foster ordered growth and resource protection, not degradation.

This document serves as the implementation piece for the "Livable Delaware Program". Founded in 1999, and updated in 2004 and 2010, one of the program's main goals is to "strengthen communities and preserve quality of life." To best accomplish this aim, Livable Delaware outlines three strategies:

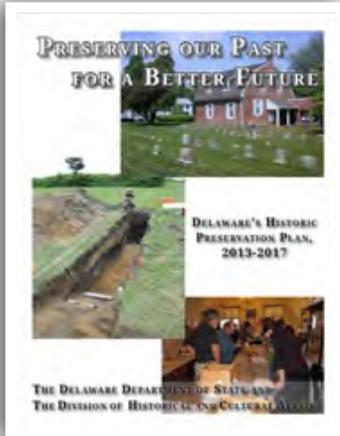
- Direct growth to community and developing areas where state, county and local governments are prepared for it and infrastructure investment is planned
- Continue to preserve agricultural lands and open space
- Protect and improve the quality of Delaware's land, water and air

9.2.1.2 Division of Historical and Cultural Affairs (DHCA)

The Delaware DHCA identifies historic sites, assists in listing historical places in the National Register of Historic Places, helps federal, state, and local agencies protect historic places and in preservation planning; and works toward increasing public awareness on protecting historic places and in the appropriate reuse of historic properties. The DHCA works closely with Preservation Delaware, Inc., Delaware's statewide non-profit organization for historic preservation (further detailed in section 9.2.2) The DHCAA also partners with federal agencies and their clients and gathers input from members of the community to identify historic properties that may be eligible for listing on the National Register of Historic Places. The DHCA evaluates a structure's integrity (visual appearance of a property) and its historic significance. The Delaware DHCA administers the following federal and state regulation with a charge of protecting historic and archaeological resources of the State of Delaware:

- Section 106 of the National Historic Preservation Act of 1966 (16 U.S.C. 470 – National Historic Preservation Act);

Under Section 106 of the National Historic Preservation Act of 1966, federal agencies are required to evaluate the potential effects of any federal undertaking or federally permitted activities on historic properties. Section 106 requires federal agencies to seek local input regarding any potential impacts of a project on historic properties prior to proceeding with a proposed action. The Delaware DHCA assists federal agencies and their clients in understanding and implementing regulations through Section 106. The Delaware DHCA ensures the respective federal agency (such as the Federal Highways Administration, the US Army Corps of Engineers, the Department of Housing and Urban Development, or the US Department of Agriculture) has the contact information for the appropriate local governments, organizations, and community groups in order to effectively notify all interested parties of upcoming planned projects. The Delaware DHCA also solicits citizen input during the Section 106 process to ensure local experts and historians are included in preservation and protection efforts.



The Delaware DHCA recently produced Preserving Our Past for a Better Future: Delaware’s Historic Preservation Plan, 2013-2017. The purpose of this document is to “assist in focusing scarce resources of people, time and money on the issues that our public has identified as most important to Delaware’s future.” It assists with “making decisions, coordinating statewide preservation activities, and communicating statewide preservation policy, goals and values to the preservation constituency, decision-makers and interested parties across the state.”

9.2.1.3 Delaware Department of Transportation (DelDOT) Archaeology and Historic Preservation Office

The DelDOT Archaeology and Historic Preservation Office works with the Delaware DHCA, interested preservation groups, and the public to help identify historic and archaeological resources and determine a potential project’s effect on those resources. If an effect is identified, DelDOT and the parties involved develop a plan to avoid or minimize impacts. In this instance, DelDOT shall enter into a Memorandum of Agreement (MOA) with the affected parties and the federal Advisory Council on Historic Preservation. The MOA is legally binding, and outlines the extent to which DelDOT will be held to mitigate impacts to historic structures.

9.2.2 Preservation Delaware, Inc.

Preservation Delaware, Inc. (PDI) is a statewide non-profit organization, focused on preserving historically and architecturally significant resources in the state. PDI supports Delaware’s local governments by providing data and information. PDI also empowers individual property owners seeking to preserve or rehabilitate historic structures. It is a counterpart to the National Trust for Historic Preservation, which provides leadership, education and advocacy to preserve and protect historic places and revitalize communities.



9.2.3 The Delaware Historic Preservation Tax Credit Program

The Delaware Department of State’s Division of Historical and Cultural Affairs administers the Delaware Historic Preservation Tax Credit Program. This program is a \$30 million tax credit program, made available at \$3 million annual increments over a 10 year period the tax credit program assists in preserving and rehabilitating historic buildings throughout Delaware. Established in 2001, this program has generated over \$79 million in private investment, leading to the rehabilitation of 25 historic buildings. The program allocates tax credits based upon a percentage of the intended outcome of

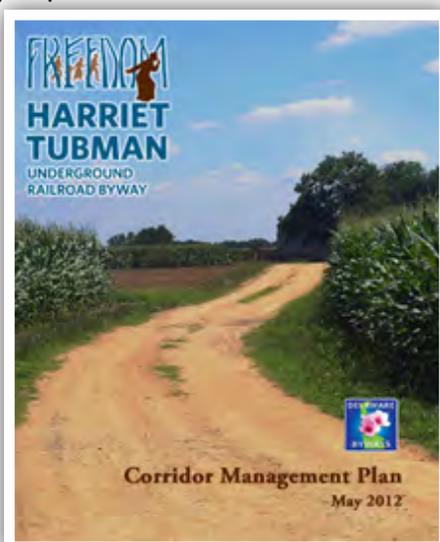
rehabilitation. Applicants can earn up to 20% of the rehabilitation costs for income-producing buildings; 30% for owner-occupied, residential buildings; and an additional 10% for low-income housing projects. This could potentially be a successful and worthwhile avenue for relevant sites located within the NHB corridor.

9.2.4 Preservation Revolving Fund

The **Delaware Preservation Fund, Inc. (DPF)** supports historic preservation by administering a rehabilitation grant program, a low interest loan program, and an easement program using various funding sources, including: the State of Delaware; the Longwood Foundation; and the Welfare Foundation. Owners of eligible, historically significant structures can receive short-term, low interest loans to rehabilitate or stabilize their historic property. The loans are available to corporations, partnerships, individuals and non-profit organizations.

9.2.5 Other Byway Corridor Management Plans (CMP)

The Nanticoke Heritage Byway will benefit from its proximity to several other scenic and historic Byways, as well as their Corridor Management Plans. The NHB corridor is within close proximity to two existing Delaware Byways: the Lewes Byway; and the Harriet Tubman Underground Railroad Byway. The NHB also shares the State of Delaware with three other Byways: the Route 9 Coastal Heritage Byway; the Red Clay Valley Byway; and the Brandywine Valley National Scenic Byway.



9.2.6 Delaware Historical Society

The **Delaware Historical Society** was founded in May 1864 for “the elucidation of history, particularly such portions as may refer to Delaware.” The organization’s mission is to “serve as the statewide, non-profit organization that preserves, explores, shares and promotes Delaware history, heritage and culture to strengthen our community.” “The Delaware Historical Society holds rich, varied, and ever-growing collections of objects, published materials, images, maps, and manuscripts relating to Delaware history and genealogy, dating from earliest settlements to the present.” The Delaware Historical Society participates in a number of joint marketing efforts with preservation – tourism related organizations, and operates a number of important Delaware landmarks, including: Delaware History Museum; Center for African American Heritage; Research Library; Read House & Gardens; Old Town Hall; and Willingtown Square.

9.3 Federal Preservation Outreach Efforts

9.3.1 National Register of Historic Places

The **National Register of Historic Places** is a program authorized by the National Historic Preservation Act of 1966 (36 CFR 60), which provides for an official listing of the nation’s historic places deemed worthy of preservation. The National Register of Historic Places is under the jurisdiction of the National Park Service, and is a program aimed at coordinating and supporting public and private efforts to identify, evaluate and protect national historic and archaeological resources. This program provides outreach and education on the importance of preservation. The National Register of Historic Places also assists historic properties in receiving preservation benefits and incentives.

9.3.2 America’s Great Outdoors (AGO) Initiative

The Delaware Bayshore Initiative was launched as part of the America’s Great Outdoors Initiative (AGO) to develop a 21st Century conservation and recreation agenda with goals of supporting a healthy and active population, conserve wildlife and working lands and

to create travel, tourism and outdoor-recreation jobs. The Delaware Bayshore Initiative is a partnership among the Delaware Department of Natural Resources and Environmental Control (DNREC), Delaware's Congressional Delegation, the Department of the Interior including the U.S. Fish and Wildlife Service, non-governmental organizations and Bayshore communities. The Bayshore Initiative will strengthen existing partnerships who share a goal of conserving the region's ecological integrity, increase recreational opportunities and expand the tourism-based economy.

9.3.3 National Historic Landmark Designation

National Historic Landmarks are significant historic places designated by the Secretary of the Interior. These sites are chosen because they possess exceptional value or quality in illustrating or interpreting the heritage of the United States. Today, fewer than 2,500 historic places can claim this national distinction. Working with citizens throughout the nation, the National Historic Landmarks Program uses the expertise of National Park Service staff who work to nominate new landmarks and provide assistance to existing landmarks.

9.4 Context Sensitive Solutions (CSS)

Context Sensitive Solutions (CSS) is a collaborative, interdisciplinary approach that involves all stakeholders in providing a transportation facility that



fits its setting. It is an approach that leads to preserving and enhancing scenic, aesthetic, historic, community and environmental resources, while improving or

maintaining safety, mobility, and infrastructure conditions (FHWA, 2012).

The Delaware Byways program developed a Context Sensitive Solutions (2011) for Delaware Byways manual. The manual was developed to provide guidance to DelDOT designers and consultants during the “planning, design, construction, and operation and maintenance of projects on Delaware Byways. Before any project along a Byway begins, large or small, whether new construction or maintenance, landscape or utility work, it is vital all participants become familiar with and acquire a broad understanding of the Byway. This includes a Byway’s associated intrinsic qualities and any pertinent documents, including, but not limited to the byway’s Corridor Management Plans.

The Context Sensitive Solutions for Delaware Byways manual should be consulted by the NHB corridor, to be referenced when design elements are planned to be altered along the NHB. DelDOT can be engaged and the CSS manual can be followed to ensure aesthetically pleasing and Byway traveler friendly design.

There are other CSS related resources available and many can be found at

http://deldot.gov/information/pubs_forms

9.5 Minimizing Intrusions

NATIONAL SCENIC BYWAY CMP POINT #9

A listing and discussion of efforts to minimize anomalous intrusions on the visitor's experience of the byway.

Promotion and marketing of the Byway usually occurs on national or international levels, resulting in diverse visitors traveling and experience the Byway. One important issue stemming from the flow of greater numbers of tourists to the Byway is the minimization of intrusions that the visitor may cause and that the traveler may experience along the. This CMP presents many concepts and implementation techniques (see the Action Plan chapter) providing methods to reduce intrusions to the visitor. Many

tools, policies and programs are already in place to minimize intrusions, as noted in the description of existing policies that support the Byway vision and goals. This section (Conservation, Preservation and Protection of Resources) has provided references to many plans and policies that can be utilized to aid in the minimization of visitor intrusion and impact to the communities and associated intrinsic resources.

Some of the regular corridor surveys or assessments that can be utilized to measure the presence or impact of visitor intrusions are as follows:

- Photo logging of key resources on a regular interval;
- Community surveys to elicit comments and feedback from the public;
- Hospitality visits and surveys;
- Corridor Impressions Survey (CIS) conducted at regular intervals;
- Community Open House or Workshop used to gather input and feedback;
- Site specific quality assessments utilizing GIS mapping, high-definition video, GPS tools for specific amenity locations and a photo library;
- Social media or website submission of comments and concerns from the public.

10

Public Participation Plan (PPP)



As required by the National Scenic Byway Corridor Management Plan (CMP) Point #6, the Nanticoke Heritage Byway (NHB) Corridor Management Plan (CMP) **should establish a plan for on-going and meaningful public participation.** The sustainability of the NHB hinges upon effective and all-inclusive public participation and outreach. To this end, one of the major goals of this CMP is to foster lasting relationships with the many stakeholders and vested interests found along the NHB corridor. Through this process, the NHB will complement and coordinate with local efforts and, thereby, enhance the corridor’s intrinsic resources.

NATIONAL SCENIC BYWAY CMP POINT #6

A plan for on-going public participation.

NATIONAL SCENIC BYWAY CMP POINT #4

The agencies, groups, and individuals who are part of the team that will carry out the plan, including a list of their specific, individual responsibilities. Also, a schedule of when and how you’ll review the degree to which those responsibilities are being met.

10.1 Steering Committee Meetings

A Steering Committee was assembled during the creation of the NHB CMP that serves to inform and guide the development of the CMP on the surrounding communities’ goals, desires for the future, and coordinate the further enhancement of the corridor and the travelers’ experience along the NHB. A list of the individuals and interest groups comprising the NHB Steering Committee is listed in Table 10-1. For the development of the NHB CMP there were a series of Steering Committee meetings held at least quarterly throughout the duration of the CMP development.

Table 10-1: Steering Committee List

Last Name	First Name	Agency/Company	Title	Address	City	Zip	Email	Phone
Ames	David	University of Delaware	Professor	Alison Hall	Newark	DE	davames@udel.edu	302-831-1050
Angell	Donna	Woodland Ferry Association	Secretary/Treasurer	26767 Malihorn Drive	Seaford	19973	woodlandangell@hotmail.com	302-629-8077
Blackwell	Jim	Seaford Museum	Grants Administrator	7515 Rivershore Drive	Seaford	19973	blackwell629@comcast.net	302-629-8806
Brown	Kurt	Resident	Resident	25069 German Road	Seaford	19973	VirgilBrown@comcast.net	302-381-0788
Corbett	Ted	Seaford Historical Society	Historian	6833 Robin Drive	Seaford	19973	corbett113@comcast.net	302-990-5180
Daisey	Chief William	Nanticoke Tribe	Interim Chief	27073 John J. Williams Highway	Millsboro	19966	museum@nanticokeindians.org	302-945-7022
Diehl	James	Consultant	Consultant	6840 Robin Drive	Seaford	19973	thednbgroup@gmail.com	302-222-4390
Hillegas	Dave	Town of Bethel	Resident	PO Box 246	Bethel	19931	yancey3374@gmail.com	772-631-7893
Hillegas	Yancey	Town of Bethel	Planning Commission	PO Box 246	Bethel	19931	yancey3374@gmail.com	772-631-7893
Marvil	Doug	Laurel Historical Association	Resident	9277 Sherrytown Road	Laurel	19956	demarvil@verizon.net	302-875-9427
Nesbitt	Anne	Seaford Historical Society	Member	26317 Craigs Mill Road	Seaford	19973		302-628-7788
Parsons	Daniel	Sussex County	Historian	10330 E. Ellis Dam Road	Laurel	19956	dparson@sussexcountyde.gov	302-535-1553
Phillips	Kevin	Bethel	Resident	PO Box 225	Bethel	19931		302-875-0482
Stover	Brenda	Hearns Pond Homeowner's Association	President	8427 Hearns Pond Road	Seaford	19973	bfstover@comcast.net	302-629-3297
Street	Sterling	Nanticoke Tribe	Museum Coordinator	27073 John J. Williams Highway	Millsboro	19966	museum@nanticokeindians.org	302-945-7022
Tull	Earl	Seaford Historical Society	Resident	23279 Atlanta Rd	Seaford	19972	earl.betty@comcast.net	302-629-7330
Windley	Gigi	Phillips Farm Representative	Strategic Planning and Facilitation Services	725 Bicentennial Blvd.	Dover	19904	gwindley@msn.com	302-242-9283
Short	Daniel	DE House of Representatives	DE House of Representatives	411 Legislatvie Avenue	Dover	19901	Daniel.Short@state.de.us	302-744-4172

As of July 2014 there were seven (7) Steering Committee meetings held focusing on the development of the CMP. These meetings were held on the following dates:

1. September 3, 2013
2. October 21, 2013 (conference call)
3. November 6, 2013
4. December 16, 2013
5. February 27, 2014
6. May 12, 2014
7. July 23, 2014 (conference call)

10.2 Corridor Management Plan Community/Public Workshops

Three (3) community or public workshops were held as part of the development of the NHB CMP. These Public Workshops were interactive public sessions designed to elicit comments and feedback regarding the public's preference on the development and ultimate implementation of the CMP. The meetings were held at a variety of locations along the Byway to provide for a good representation of attendees from along the entire Byway. The Public Workshops were led by the Consultant and the Delaware State Scenic Byways Coordinator. A listing of the Public Workshops can be found below:

Public Workshop #1

September 4, 2013 at the Seaford City Hall, Seaford, DE

Public Workshop #2

November 7, 2013 at the Trap Pond Nature Center, Laurel, DE

Public Workshop #3

May 13, 2014 at St. Phillips Church, Memorial Hall, Laurel, DE

In Appendix P there are notices, sample sign in sheets, and other pertinent information related to the above Public Workshops.

10.3 Public Involvement Notices and Advertising

In an effort to provide as much advance notification to the public as possible, meeting notices for the Public Workshops will be released to the public via press releases in local newspapers, as well as sent out to individuals on the project mailing list via email. Please see Appendix P for an example of public notices and other related public notice informational pieces.

10.4 On-Going Public Participation Activities

In pursuit of establishing a sustainable corridor management program and action items for implementation, as well as to continue to enhance the intrinsic qualities of NHB, a group of NHB stakeholders should champion the promotion and enhancement of the Byway. That team should be comprised of local representatives, business and community leaders, interest groups, as well as other Stakeholders and the general public. On-going activities that would be beneficial to this program could include:

1. Holding regular (quarterly meetings are suggested) Steering Committee meetings and encouraging more participation from other adjoining or regional communities and interest groups. This will include establishing formal bylaws for the Stakeholder Group and/or Steering Committee.
2. Continue to hold general public meetings/workshops in communities along the Byway promoting the Byway and inviting Stakeholder feedback and input into the enhancement of the Byway. This will also aid in the implementation of Action Items and activities to foster the growth and promotion of the Byway.
3. Invite and encourage community input through public meetings and other mediums at major milestones in the future of the NHB.
4. Develop a series of educational maps, brochures and/or guidebooks that highlight the NHB in a unified and cohesive manner that can be used by the travelling public.
5. Work with local entities to encourage the physical enhancement of the Byway through property maintenance, highway beautification, and

landscaping initiatives.

6. Create and maintain a NHB website (standard and mobile friendly) that provides the opportunity for public input, traveler information, and information sharing.
7. Continue to utilize social media to share news and engage the public about the NHB.
8. Foster partnerships with entities that can assist and aide in the public involvement efforts of the NHB.
9. Coordinate and collaborate with other regional and national Scenic Highways and National Scenic Byways.
10. Assign a meeting “note-taker” for all NHB related meetings. This activity should involve the documentation of all Action Items that result from meetings. The meeting notes should be readily available to the public and should be distributed as appropriate.
11. Keep a current NHB related meeting calendar available to the general public. This can be done effectively utilizing social media or the NHB website.

11

Resource and Financial Sustainability Plan



11.1 Introduction

In order to accomplish the goals and vision of the Nanticoke Heritage Byway (NHB) Corridor Management Entity (CME), the organization must identify potential funding sources. Diversified income generation strategies and solid accounting practices will enable the NHB to pursue its efforts in preserving and promoting the Byway. This section of the Corridor Management Plan (CMP) will: define guiding principles towards financial stability, identify potential grant programs, available to the NHB, and describe the process of becoming a nonprofit 501(c)(3) organization.

Currently, the Nanticoke Heritage Byway CME is in the nascent stages of building a fundraising foundation. Most of the group's existing resources are in-kind, consisting of donated time and manpower. The NHB should seek funding via a variety of sources in an effort to achieve many of its implementation goals and strategies noted within this Corridor Management Plan (CMP). Both financial resources and in-kind support are available from numerous sources and partners. However, sorting through the many different funding avenues can be a daunting and time consuming task particularly for a grassroots organization such as the NHB. As a designated Delaware Byway, the NHB is eligible for numerous funding and financing options. Three (3) main sources of funding opportunities currently and readily exist for Scenic Byways: 1) Federal Government; 2) State and Local Government; and 3) private funding sources. The majority of funding will be found at the Federal and State/Local levels through government grants, trusts, and assistance programs. Many of these are defined and discussed within this chapter

Most funding and financing program have specific requirements for applicants and stipulations on how monies can be used and the potential funding match requirements. Some require National Scenic Byway designation as a prerequisite to apply and other grantors do not. Some also require that the applicant be a federally designated not-for-profit or a 501(c)3 organization or similar.

Although not exhaustive, many potential funding opportunities are outlined in Table 11-2 and discussed in the Federal Grant Programs section below (section 11.4). There are numerous grant funding opportunities available and many of them change frequently. It will be imperative that a grants sub-committee is established to help the NHB in seeking specific funding to meet their goals and strategies. The sub-committee should be small in size, two-five members, with preferably, some grant funding experience. The grants sub-committee should meet quarterly, sharing their findings and recommendations with the NHB Steering Committee. The following is a list of abbreviations that you may find referenced within Table 11-2.

BLM	Bureau of Land Management
DELCF	Delaware Community Foundation
DDOA	Delaware Division of the Arts
DFH	Delaware Humanities Forum
DOT	Department of Transportation
DPF	Delaware Preservation Fund
DTF	Delaware Land & Water Conservation Trust Fund
FHWA	Federal Highways Administration
FTA	Federal Transit Administration
NRCS	Natural Resource Conservation Service
NPS	National Park Service
NSB	National Scenic Byways Program
RTPA	Regional Transportation Planning Agency
SHPO	State Historic Preservation Office
TEA	Transportation Enhancement Activities
USDA	United States Department of Agriculture
USDI	United States Department of Interior

11.2 Guiding Principles

Best practices in grant seeking and fundraising apply not only to the application/proposal, but also, and most importantly, the organization itself. When a grant is awarded, it is most often a reflection of the program and its people. Well before a grant application is submitted, strong foundations of board member engagement, community relations, and strategic partnerships have already been established.

Relative to the grant proposal process, the following concise suggestions to drafting a solid application:

1. Explain the need/problem that the grant and the funding will address.
2. Describe the strategy/project to address the problem and specify expected results resulting from its implementation.
 - State clear and realistic project goals and how these goals will be monitored and tracked.
 - Give a clear description of how the strategy/project will be assessed, and what indicators will be used to determine impact.
 - Give a description of how the strategy/project's activities and impact may continue beyond the life of the grant.
3. Demonstrate that the organization has the ability to implement the strategy/project.
4. Provide details on usage of the requested funds.
 - A clear description of relevant cost explanations.
5. Be clear, complete, easy to understand and compelling.
6. Review and proof-read

Mal Warwick, noted author and fundraising consultant, discussed best practice fundraising ideologies at the 2010 International Finance Corporation (IFC) Online Conference. The Nanticoke Heritage Byway should reference the following guiding principles in pursuit of fundraising opportunities and fiscal sustainability:

1. Donor Choice – No single strategy and/or channel will consistently provide an organization with a sustainable income flow. Multiple means of connecting with potential donors provides choices and increased opportunities to give. Examples of these methods include, but are not limited to: direct mail, email marketing, events, and establishing a web and social media presence.
2. Provide Information – Most importantly, providing the proper information. Telling an individual or audience what they want to know about your organization and not what you want them to know is critical in engaging potential donors or grant opportunities.
3. Engagement – Sufficient time should be devoted to developing relevant and efficient engagement strategies to ensure interaction with potential donors. For example, online advocacy is an expensive way to involve and update supporters

and recruit volunteers. Also, CME members and other NHB representatives should consistently engage with agencies and donors. Relaying the value of their support and providing updates on how funds have been used effectively along the corridor reinforces the value of fiscal support.

11.2.1 Four Pillars of Financial Stability

Achieving financial stability is a goal that all nonprofits strive to reach. Financial stability entails covering administrative costs and possessing the ability to prioritize and pursue their activities so as to achieve their goals, independent of negotiations with donors, who may, or may not agree with the nonprofits vision. The following are defined by Leon, 2001, as the four pillars to achieving financial stability in The Nature Conservancy's Four Pillars of Financial Stability:

1. Financial and Strategic Planning – How much revenue does your organization need to generate? A financial plan of action consists of projected expenditures and the organization's potential to generate the income to cover those expenditures. A financial plan differs from a budget, in that is a dynamic document that changes frequently, measured in the medium-term. Financial plans consider scenarios that entail the minimum feasible to the ideal.
2. Income Diversification – Diversification refers to not only internal income generation, but also to the number of income sources. Best practice dictates that at least 60% of an organization's overall budget comes from five different sources.
3. Sound Administration and Finance – Just as important as income generation is to an organization achieving financial stability, so too is properly managing its resources. Accounting-administration procedures must fit the organization's needs. They must record the organization's transactions. Nonprofit organization's accounting personnel should produce financial statements that give a clear picture of the organization's financial standing, allowing for sound decision-making practices. Figure 11-1 depicts these financial statements.
4. Own Income Generation – Unrestricted income

is income that the organization, not the donor, decides how to spend. There are seven ways an organization can generate own income:

- i. Contributions to a trust or endowment fund
- ii. Fundraising for institution building or operations
- iii. Income generation through public contributions
- iv. Income generation through the sale of goods and/or services
- v. Income generation through establishing businesses related to a specific mission
- vi. Income generation through financial management
- vii. Income generation through corporate alliances

11.3 National Scenic Byways Grants Program

(<http://byways101.org/byways101/program-overview/grants-other-funding-sources>)

The National Scenic Byways discretionary grants program provides competitive funding for byway-related project each year. The program allows for the use of grants funds by states, Indian tribes, and local communities for projects, based on defined eight eligibility categories:

1. State and Tribal Programs
2. Corridor Management Plans
3. Safety Improvements
4. Byway Facilities
5. Access to Recreation
6. Resource Protection
7. Interpretive Information
8. Marketing a Program

11.4 Federal Grant Programs

U.S. Department of the Interior – National Park Foundation

Working independently and with partners, the National Park Foundation provides funds for grants and programs that meet priorities and critical needs across our National Park System in the areas of youth, community outreach, conservation and professional engagement. The Foundation actively supports



the National Park Service in its goal to prepare national parks for another century of conservation, preservation and enjoyment by its 100th anniversary in 2016.

Forest Highway Funds

The Eastern Federal Lands Highway Division (EFLHD) operates as part of the Federal Lands Highway Program, serving the transportation engineering needs of Federal Land Management agencies. EFLHD actively administers the surveying, designing, and constructing of Forest Highway system roads, National Park Service roads, defense access roads, and other Federal Lands roads. In addition, EFLHD provides funding, traffic monitoring services, the road inventory program, asset management, pavement management systems, and bridge inspection services throughout the United States and Territories.

USDA – United States Department of Agriculture

The USDA provides leadership on food, agriculture, natural resources, and related issues based on sound public policy, the best available science, and efficient management. The USDA does this by expanding markets for agricultural products and support international economic development, further developing alternative markets for agricultural products and activities.



They provide financing needed to help expand job opportunities and improve housing, utilities and infrastructure in rural America. Food safety is also enhanced by taking steps to reduce the prevalence of food borne hazards from farm to table, improving nutrition and health by providing food assistance and nutrition education and promotion. Efficient management is shown by managing and protecting America's public and private lands while working cooperatively with other levels of government and the private sector.

National Park Service Funding

The National Park Service cares for national parks, a network of nearly 400 natural, cultural and recreational sites across the nation. The treasures in this system – the first of its kind in the world – have been set aside by the American people to preserve, protect, and share, the legacies of this land. People from all around the world visit national parks to experience America’s story, marvel at the natural wonders, and have fun. Places like the Grand Canyon, the Statue of Liberty, and Gettysburg are popular destinations, but so too are the hundreds of lesser known yet equally meaningful gems like Rosie the Riveter in California, Boston Harbor Islands in Massachusetts, and Russell Cave in Alabama.



The American system of national parks was the first of its kind in the world, and provides a living model for other nations wishing to establish and manage their own protected areas. The park service actively consults with these Nations, sharing what we’ve learned, and gaining knowledge from the experience of others.

Beyond national parks, the National Park Service helps communities across America preserve and enhance important local heritage and close-to-home recreational opportunities. Grants and assistance are offered to register, record and save historic places; create community parks and local recreation facilities; conserve rivers and streams, and develop trails and greenways.

Federal Transit Administration

FTA supports transportation planners and the transportation planning practice in a number of ways. FTA administers metropolitan planning (49 USC §5303) and statewide planning (49 USC §5304) grant programs to help fund the multimodal transportation planning efforts of metropolitan planning organizations and state departments of transportation. FTA formula funding (49 USC §5307) may also be



used by grantees to support their planning needs. FTA also provides technical assistance on a broad range of planning topics including regional and statewide planning and programming; corridor planning for major capital investments; environmental project reviews under the National Environmental Policy Act of 1969 (NEPA) and related laws; travel demand forecasting and analysis; capital costing; operations planning and costing; financial planning and analysis; land use planning; and public involvement.

In cooperation with the Federal Highway Administration, FTA provides a variety of assistance and resources on planning and environmental procedures and methods, including the joint Transportation Planning Capacity Building Program; support of the transportation planning certification review process; implementation of the conformity provisions of the Clean Air Act as amended in 1990; and travel demand forecasting through the Travel Model Improvement Program.

National Highway Traffic Safety Administration

NHTSA provides leadership to the motor vehicle and highway safety community through the development of innovative approaches to reducing motor vehicle crashes and injuries. NHTSA spearheads innovative research and data analysis critical to motor vehicle and highway safety. The NHTSA leads the Nation by setting the motor vehicle and highway safety agenda. They also serve as the catalyst for addressing critical safety issues that affect the motor vehicle and highway safety communities. They provide Innovative and Incentive Grant funding to improve safety along all highways across the nation.



Institute of Museum and Library Services

The Institute of Museum and Library Services is the primary source of federal support for the nation’s 122,000 libraries and 17,500 museums. The Institute’s mission is to create strong libraries and museums that connect people to information and ideas. The Institute works at the national level and in coordination with state and local organizations to sustain heritage, culture, and knowledge; enhance learning and innovation; and support professional development. The role of the Institute is to provide leadership and funding for the nation’s museums and libraries. And to provide funding for the resources these institutions need to fulfill their mission of becoming centers of learning for life crucial to achieving personal fulfillment, a productive workforce and an engaged citizenry.



Environmental Protection Agency (EPA)

When Congress writes an environmental law, the EPA implements it by writing regulations. Often, the EPA sets national standards that states and tribes enforce through their own regulations. If they fail to meet the national standards, the EPA can help them. The agency also enforces their regulations, and help companies understand the requirements. Nearly half of the EPA’s budget goes into grants to state environmental programs, non-profits, educational institutions, and others. The grantees use the money for a wide variety of projects, from scientific studies that help us make decisions to community cleanups. Overall, grants help the Environmental Protection Agency achieve their overall mission: protect human health and the environment.



National Science Foundation

The National Science Foundation funds research and education in most fields of science and engineering. It does this through grants, and cooperative agreements to more than 2,000 colleges, universities, K-12 school systems, businesses, informal science organizations and other research organizations

throughout the United States. The Foundation accounts for about one-fourth of federal support to academic institutions for basic research.

The agency operates no laboratories itself but does support National Research Centers, user facilities, certain oceanographic vessels and Antarctic research stations. The Foundation also supports cooperative research between universities and industry, US participation in international scientific and engineering efforts, and educational activities at every academic level.

National Resources Conservation Service

NRCS provides funding opportunities for agriculturalists and others through various programs. Conservation Innovation Grants (CIG) is a voluntary program intended to stimulate the development and adoption of innovative conservation approaches and technologies while leveraging Federal investment in environmental enhancement and protection, in conjunction with agricultural production. Under CIG, Environmental Quality Incentives Program funds are used to award competitive grants to non-Federal governmental or nongovernmental organizations, Tribes, or individuals.

CIG enables NRCS to work with other public and private entities to accelerate technology transfer and adoption of promising technologies and approaches to address some of the Nation’s most pressing natural resource concerns. CIG will benefit agricultural producers by providing more options for environmental enhancement and compliance with Federal, State, and local regulations. NRCS administers CIG.

Discretionary Grant Programs

The FHWA administers discretionary programs through its various offices. These discretionary programs represent special funding categories





where FHWA solicits for candidates and selects projects for funding based on applications received. Each program has its own eligibility and selection criteria that are established by law, by regulation, or administratively. More information on each of these programs is available under the FHWA Discretionary Program Information. Information is also available on Current Solicitations for Projects and Recent Awards. Examples of projects/programs considered under the discretionary grants program include:

- Delta Region Transportation Development
- Ferry Boat
- Highways for LIFE
- Innovative Bridge Research and Deployment
- Interstate Maintenance
- National Historic Covered Bridge Preservation
- National Scenic Byways
- Public Lands Highways
- Rail Highway Crossing Hazard Elimination in High Speed Rail Corridors
- Transportation, Community, and System Preservation
- Truck Parking Facilities
- Value Pricing Pilot Program

Table 11-2 – Potential Funding and Financing

GRANT MANAGING ORGANIZATION	TYPE OF PROPOSAL	APPLICANT ELIGIBILITY
FEDERAL FUNDING		
USDI-National Park Foundation www.nps.gov/partnerships/NPF_grants_and_prgs.htm	Outdoor recreation , conservation, development and planning	For State Agencies and Partners
USDA, Rural Utilities Service www.rurdev.usda.gov	Installation, repair, improvements of rural water facility	Rural communities
National Park Service www.nps.gov/	Develop new trails and greenways; access and views, conserve pen space; Public education, tourism efforts, Kiosk information; Technical information/ provision of specialized services	Nonprofit, federal, state, and local governments, individuals, federal agencies <i>State Historic Preservation Office (SHPO) makes official determinations of historic property.</i>

Table 11-2 – Potential Funding and Financing Cont.

GRANT MANAGING ORGANIZATION	TYPE OF PROPOSAL	APPLICANT ELIGIBILITY
National Park Service – National Register of Historic Places (NRHP) http://www.nps.gov/nr/	Kiosk and interpretive funds for historic places	Any tribal, state, or federal property that qualifies <i>SHPO makes official determinations of historic property.</i>
National Park Service - Rivers, Trailers, and Conversation www.nps.gov/rtca	Development of trails and greenways	Non-profit, federal, state, and local agencies and communities
Federal Transit Administration www.fta.dot.gov/	Assessing and improving local transportation conditions, such as bus routes	State and local governments, transit agencies, private organizations, universities
National Highway Traffic Safety Administration www.nhtsa.dot.gov/	Pedestrian and Bicycle Safety	States, federally recognized Indian tribes
Institute of Museum and Library Services Office of Museum Services www.imls.gov/	Efforts to conserve the Nation’s historic, scientific, and cultural heritage	Museums established a minimum of 2 years prior to application
Environmental Protection Agency www.epa.gov/owow/wetlands	Protect, manage, restore lands and resources	State, tribal, government agencies, non-profit organizations
National Science Foundation www.nsf.gov/funding/	Research between Universities and Industry, scientific and engineering efforts	Colleges, Universities, businesses, organizations
Natural Resources Conservation Service http://www.nrcs.usda.gov/wps/portal/nrcs/site/national/home/	Financial assistance is provided through cost-share/ incentives, easements, grants and stewardship payments.	State, tribal, local governments, and non-government organizations
Federal Highways Admin., Dept. of Transportation www.fhwa.dot.gov/environment/rectrails/index.htm	Maintenance & restoration of existing trails; development & rehabilitation of trailhead facilities and trail linkages	Private organizations, county, state or federal agencies

Table 11-2 – Potential Funding and Financing Cont.

GRANT MANAGING ORGANIZATION	TYPE OF PROPOSAL	APPLICANT ELIGIBILITY
FHWA Discretionary Funds www.fhwa.dot.gov/discretionary/	Bridges, Corridor Planning, Transportation Development, Highways for LIFE, Interstate Maintenance, Scenic Byways	State, local, private organizations
State and Local Funding		
Delaware Community Foundation (DELCF) https://www.delcf.org/grants.html	Equipment Grants, Capital Grants, and Collaborative Grants	Manages charitable funds for individuals, families, businesses, and organizations, and distributes income from the funds as grants to humanitarian, educational, health, and cultural entities throughout Delaware
Area Development Funds (ADF) http://www.areadevelopment.com/stateResources/delaware/DE-Direct-Financial-Incentives-2014-804672.shtml	Infrastructure needs including building construction; property and major equipment purchases; and water, gas sewer, electrical and solid waste management.	Governmental entities
Delaware Land & Water Conservation Trust Fund (DTF) http://www.dnrec.delaware.gov/parks/Services/Pages/Grants.aspx	Matching grant program whose function it is to assist with park land acquisition and outdoor recreation facility development.	County and municipal governments and park districts

Table 11-2 – Potential Funding and Financing Cont.

GRANT MANAGING ORGANIZATION	TYPE OF PROPOSAL	APPLICANT ELIGIBILITY
<p>Delaware Estuary Watershed Grants Program http://www.delawareestuary.org/</p>	<p>Projects that sustain, restore, and enhance fish, wildlife, and plant habitats</p>	<p>Federal, state, local, private organizations</p>
<p>Delaware Division of the Arts http://www.artsdel.org/grants/</p>	<p>Grants and programs that support arts programming, educate the public, increase awareness of the arts, and integrate the arts into all facets of Delaware life.</p>	<p>Nonprofit arts organizations, community-based organizations (including government agencies), schools, and individual artists. Organizations must be non-profit, and incorporated and based in Delaware. Individuals must be Delaware residents and at least 18 years of age.</p>
<p>Delaware Humanities Forum (DHF) http://www.dehumanities.org/</p>	<p>The Delaware Humanities Forum provides financial support for public humanities programs through its Grant Programs</p>	<p>Colleges and universities, libraries, historical societies, museums, educational television and radio stations, research institutes, professional associations, agencies of state and local government, labor unions, and other community and service organizations</p>
<p>Delaware Preservation Fund (DPF) http://preservationde.org/delaware-preservation-fund/small-grants-program/</p>	<p>Grants for projects that preserve the architectural heritage and the historic built environment of Delaware, through financial assistance to owners of historic properties, through acquisition of unwanted and threatened properties, and through related support programs.</p>	<p>Corporations, partnerships, individuals, non-profit and religious organizations, and governmental entities within Delaware.</p>

11.5 Crowdfunding

Crowdfunding, also known as social crowdfunding, involves the use of small amounts of capital from a large number of individuals to finance a business venture. This practice is already being pursued by other Scenic Byways, including the Red Rock Scenic Byway in Sedona, Arizona. Red Rock partnered with the Jeffery Lehmann's Weekend Explorer TV Series to make an episode featuring the Red Rock Scenic Byway, using crowdfunding.

For the NHB, establishing a social media presence should include developing crowdfunding strategies. Social crowdfunding provides another source of income diversification, with which to pursue the organization's various goals, objectives, and missions. There are a host of on-line platforms for the NHB to pursue crowdfunding income, examples of some include, but are not limited to: gofundme.com, fundly.com, kickstarter.com, startsomegood.com, and indiegogo.com.

11.6 Becoming a 501(c)(3) Nonprofit Organization

Federal law provides tax benefits to nonprofit organization recognized as exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code (IRC). Application to the Internal Revenue Service (IRS) is required of most organizations to receive this tax exempt status. Organizations may also obtain many of the benefits of 501(c)(3) status by affiliating with an existing charity that acts as its agent. However, under this scenario, the existing charity must be given full control and authority over the program.

The IRS describes three main criteria that an organization must meet in order to receive 501(c)(3) status:

1. Organized – A 501 (c) (3) organization must be organized as a corporation, trust, or unincorporated association. Their organizing documents (articles of incorporation, trust documents, articles of association) must:
 - Limit its purposes to those described in section 501(c)(3) of the IRC
 - Not expressly permit activities that do not further its exempt purpose(s), i.e., unrelated activities; and
 - Permanently dedicate its assets to exempt purposes
2. Operated – Because a substantial portion of an organization's activities must further its exempt purpose(s), certain other activities are prohibited or restricted including, but not limited to, the following activities. A 501(c)(3) organization:
 - Must absolutely refrain from participating in the political campaigns of candidates for local, state, or federal office;
 - Must restrict its lobbying activities to an insubstantial part of its total activities;
 - Must ensure that its earnings do not inure to the benefit of any private shareholder or individual;
 - Must not operate for the benefit of private interests such as those of its founder, the founder's family, its shareholders or persons controlled by such interests;
 - Must not operate for the primary purpose of conducting a trade or business that is not related to its exempt purpose, such as a school's operation of a factory; and
 - Must not have purposes or activities that are illegal or violate fundamental public policy.
3. Exempt Purpose – To be eligible for tax exempt status, an organization must have one or more exempt purposes, stated in its organizing document. Section 501(c)(3) of the IRC lists the following exempt purposes: charitable, educational, religious, scientific, literary, fostering national or international sports competition, preventing cruelty to children or animals, and testing for public safety.

There are several examples of Scenic Byways achieving 501(c)(3) status, including the Indian River Lagoon (IRL) Scenic Byways (Indian River Lagoon National Scenic Byway Coalition, Inc.), in Florida. The IRL Scenic Byway has affiliated with the Marine Resources Council to attain exempt status. To assist the NHB in preparing their application, should they choose to pursue designation as a 501(c)(3), the following are

the 501(c)(3) qualifying criteria for the IRL:

Organization Code – 1: Corporation

Deductibility Code – 1: Contributions are deductible

Affiliation Code – 3: Independent

NTEE Common Code – C: Environmental Quality, Protection and Beautification

NTEE Code – C30: Natural Resources Conservation and Protection

Foundation Code – 15: Organization which receives a substantial part of its support from a governmental unit or the general public 170(b)(1)(A)(vi)

Exempt Organization Status Code - 1: Unconditional Exemption

11.7 Conclusion

This section of the Nanticoke Heritage Byway CMP has been devoted to guiding and implementing resource and financial stability. The NHB CME should use the guiding principles and four pillars of financial stability to inform their fiscal practices. This section also listed fundraising methods and strategies, including grant programs and social crowdfunding. Federal and State grant opportunities, several of which are provided in this chapter, exist for the NHB to pursue its objectives. Finally, the Resource and Financial Stability chapter defines and outlines 501(c)(3) organizations and the requirements and benefits of pursuing this designation as a tax exempt organization.

12

ACTION PLAN

Chapter 2.0
Vision Mission, Goals and
Strategies



Chapter 12.0
Table 12-1
Action Plan



Section 12.1
Table 12-2
Action Plan Prioritization



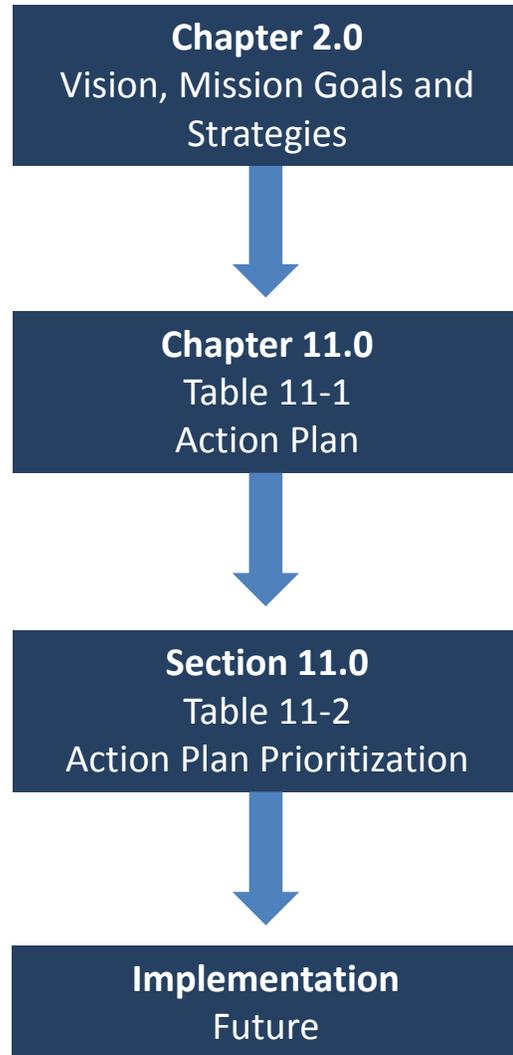
Implementation
Future

The Action Plan chapter of the CMP is designed to present a collection of actions and activities that were raised by the Steering Committee and the public during the CMP development process as actions or activities that are critical to implementing the vision of the NHB. Through a variety of interactions and public events the key actions and activities were discussed, collected, reviewed and documented.

This chapter outlines the actions that the Nanticoke Heritage Byway (NHB) Steering Committee will work towards in support of the Goals, Strategies, and Corridor Vision provided within this Corridor Management Plan (CMP). The Action Plan serves as the checklist and timeline on how to implement the CMP. The NHB Action Plan should be revised and updated on a regular basis (annually is recommended) to reflect the changing conditions and accomplishments along the corridor.

This section is structured to provide the NHB with a comprehensive Action Plan that utilizes the Goals and Strategies previously identified and outlines specific actions, or Action Items, that should be implemented. The comprehensive Action Plan (Table 12-1) has been reviewed by stakeholders, the Steering Committee and the public and an Action Plan Priority List (Section 12.1 and Table 12-2) has been developed. The priority list should function as a checklist for implementation of the CMP. It is not designed to be followed in priority/chronological order, but provided as a recommendation as a result of input from the aforementioned groups. In addition, it is important that a comprehensive list of action items are included (Action Plan) to ensure that the CMP mentions and addresses a variety of possible projects to be consistent with many grant program requirements.

The Action Plan is divided into fourteen (14) main categories (labeled alphabetically and noted below), which include more specific subcategories or actions along with the corresponding Goals, Responsible Parties, Time Frame, Possible Funding Sources, and whether or not the Action Item is part of the Priority List. It is important to note that the sub-Action Items are not all-encompassing and are offered only as suggestions and initial implementation actions.



The estimated time frames are defined as: (S) short-term as 0-2 years; (L) long-term as 2-10 years; or (O) on-going. The fourteen (14) main categories of the Action Plan include the following:

- A Transportation Planning/Safety
- B Land Use/Zoning
- C Utilities
- D Landscaping & Beautification
- E Public Access
- F Trail Development
- G Tourism/Recreation Facilities
- H Historic/Cultural Preservation
- I Interpretation/Research & Education
- J Promotions/Marketing
- K Economic Development/Funding
- L Administration/Organization
- M Coordination
- N Wayfinding & Signage

Table 12-1: Action Plan List

This section presents the action items that are being proposed as CMP implementation activities and strategies that the NHB can undertake in the short-term, the long-term, and as on-going activities. The Action Plan recommendations are the result of extensive community outreach, Steering Committee interviews, and additional research and expertise.

The comprehensive NHB Action Plan is displayed below as Table 12-1.

Category A - Transportation Planning & Design				Implementation Timeframe		
Action Item #	Action Items	Potential Party Involvement	Funding Sources	Short-Term (0 - 2 Years)	Long-Term (2 - 10 Years)	On-Going
A1	Implement traffic calming solutions at the intersection of Bethel and Woodland Roads.	1-5	D, E		L	
A2	Consistently (at least annually) monitor safety data (crash data and related) to assess safety along the Byway.	2-4	E			O
A3	Improve bicycle and pedestrian safety and accessibility along the Byway. Review key locations that need enhancement along the Byway.	2-5	E		L	
A4	Review the signage and other educational materials that inform travelers, specifically large vehicles (ex. RVs) about the narrow bridges along the corridor (ex. Concord).	2-5	D, E	S		
A5	Support alternative forms of transportation where appropriate (bicycles, public transit, commuter rail, etc.).	2-5	E			O
A6	Coordinate with DART to ensure that bus routes are able to accommodate Byway travelers.	2-5	E			O

Category B - Land Uses & Zoning				Implementation Timeframe		
Action Item #	Action Items	Potential Party Involvement	Funding Sources	Short-Term (0 - 2 Years)	Long-Term (2 - 10 Years)	On-Going
B1	Support land purchases that advance intrinsic resource protection and public access. Partnering with existing land owners, preservation entities, and State Land Holding Agencies is suggested.	1-5	A, B, E, F, G			O
B2	Promote establishment of appropriate setbacks and landscape screening to enhance/improve areas of visual intrusion.	2-5	A, D, E, F, G			O
B3	Work with regional agencies and entities to identify and advocate conservation preservation easements, farmland preservation easements, and historic preservation easements or use other tools for the protection of resources.	2-5	A, B, C, D, E, F, G			O
B4	Coordinate with Sussex County for the identification of the corridor as a Scenic Byway in the County Comprehensive Plan and all associated documents and Elements.	2-5	A, B, C, D, E, F, G	S		

Category C - Utilities & Infrastructure				Implementation Timeframe		
Action Item #	Action Items	Potential Party Involvement	Funding Sources	Short-Term (0 - 2 Years)	Long-Term (2 - 10 Years)	On-Going
C1	Promote and coordinate relocation of utility poles where they obstruct or visually impact scenic views or resource access along the corridor. Consider the possibility of placing utility lines underground in key areas where aesthetics are part of the visitor experience.	2-5	D, E, F, G			O
C2	Coordinate with the appropriate agencies responsible for stormwater infrastructure to ensure adequate accessibility and sustainability of the waterways.	2-5	D, E, F, G			O

Table 12-1: Action Plan List Cont.

Category D - Landscaping & Beautification				Implementation Timeframe		
Action Item #	Action Items	Potential Party Involvement	Funding Sources	Short-Term (0 - 2 Years)	Long-Term (2 - 10 Years)	On-Going
D1	Support and develop measures that aid in the protection of the region's water resources; Encourage water use studies; Minimize future alterations of water resources and connectivity.	1-5	D, F, G			O
D2	Enhance streetscaping and landscaping along key sections of the Byway.	2-5	A, D, E, F			O
D2-1	Woodland Ferry Road into Bethel	2-5	A, D, E, F	S		
D2-2	At the launch sites of the Cannon/Woodland Ferry	2-5	A, D, E, F	S		
D3	Educate, promote and preserve the history and significance of the Bald Cypress tree along the Byway, especially in the Laurel (Trap Pond) region.	2-5	A, C, D			O
D4	Encourage the adoption of ordinances regarding landscaping, tree planting, tree canopies, and protections that support beautification efforts.	2-5	A, D, E, F			O
D5	Encourage new and future expansion of local overlay historic preservation zoning ordinances in communities along the byway to preserve historic properties, the general historic appearance, and manage change within their jurisdiction along the Byway corridor.	2-5	A, D, F			O
D6	Support effective litter removal of roadways and rights-of-way along corridor; Identify segments of the corridor currently not designated as Adopt-a-Road corridors for litter removal; Work with appropriate entities to develop attractive public facilities.	2-5	A, D, E			O
D7	Work with the appropriate entities (DelDOT, private sector, etc.) to implement CSS related activities to assure that road projects meet CSS guidance, particularly through a CSS process; and private land development projects and regulatory agencies are working toward collaborative partnerships to assure that development along the Byway takes CSS into consideration.	2-5	A, B, C, D, E, F, G	S		

Category E - Public Access

Category E - Public Access				Implementation Timeframe		
Action Item #	Action Items	Potential Party Involvement	Funding Sources	Short-Term (0 - 2 Years)	Long-Term (2 - 10 Years)	On-Going
E1	Install benches along the Nanticoke River to promote access to the resource, particularly in Woodland.	2-5	A, C, D, E, F	S		
E2	Identify and create additional viewing opportunities, including the possible construction of platforms/observation towers, to open/improve scenic views; Work with appropriate parties on the preservation of scenic views and public access to rivers and viewsheds; Create additional viewshed areas through selective vegetation clearing; Promote public access to waterfront areas and docks for visitors; Promote the waterways to harness the maritime aspect to the corridor story.	2-5	A, C, D, E, F	S		
E3	Where possible, provide handicap access to resources and interpretation sites; Coordinate efforts of Universal Design and Access.	2-5	A, C, D, E, F		L	
E4	Produce a Universal Design and Access Study to assess all resources along the Byway and their accessibility.	2-5	A, C, D, E, F	S		
E5	Hold a Universal Design and Access workshop to educate businesses and local communities on Universal Design and Access.	2-5	A, C, D, E, F	S		

Table 12-1: Action Plan List Cont.

Category F - Recreational Amenities				Implementation Timeframe		
Action Item #	Action Items	Potential Party Involvement	Funding Sources	Short-Term (0 - 2 Years)	Long-Term (2 - 10 Years)	On-Going
F1	Develop boat launches at key areas along the Byway. Assess the appropriate locations through a Recreational Access Study.	2-5	A, C, D, E, F	S		
F1-1	Royal Property, now owned by DelDOT in Woodland	2-5	A, C, D, E, F	S		
F1-2	Hearns Rawlins Mill site	2-5	A, C, D, E, F	S		
F2	Develop bike lanes or trails from Seaford to Woodland	2-5	A, D, E, F		L	
F3	Improve connectivity between and among existing trail networks; Encourage transportation enhancement projects to improve bicycle and pedestrian connectivity and facilities; Support the establishment of non-motorized greenways to connect public lands along the corridor.	2-5	A, D, E, F			O
F4	Hold a regional recreational awareness workshop to review the key locations along the Byway that achieve high visitation. Also, use this as an opportunity to uncover recreational resources that may not be well known.	2-5	A, C, D, E, F	S		

Category G - Tourist Facility Development				Implementation Timeframe		
Action Item #	Action Items	Potential Party Involvement	Funding Sources	Short-Term (0 - 2 Years)	Long-Term (2 - 10 Years)	On-Going
G1	Develop a water themed park or attraction in the region to draw tourists and highlight the story of water along the Byway.	2-5	A, D, F		L	
G2	Develop a park in Concord at the site of the Old Furnace and the Concord Pond Dam.	2-5	A, D, F		L	
G3	Adjust the hours of tourists facilities (Ross Mansion, Seaford Museum) to better accommodate the travelling public.	2-5	A, B, C	S		
G4	Develop a recreation site in Woodland.	2-5	A, D, F		L	
G5	Develop plans to utilize the Bethel Museum as a major resource along the Byway.	2-5	A, B, C	S		
G6	Seek the purchase (and funding) of the Bell property in Bethel in order to preserve and interpret the wharf and shipbuilding site.	2-5	A, B, C, D, E, G		L	
G7	Integrate and highlight the Nanticoke Tribe in key areas along the Byway such as the Wading Place in Laurel, Concord and Phillips Landing.	2-5	B, C, F	S		

Category H - Historic & Cultural Preservation				Implementation Timeframe		
Action Item #	Action Items	Potential Party Involvement	Funding Sources	Short-Term (0 - 2 Years)	Long-Term (2 - 10 Years)	On-Going
H1	Integrate and highlight the Nanticoke Tribe in key areas along the Byway such as the Wading Place in Laurel, Concord and Phillips Landing.	2-5	B, C, F	S		
H2	Develop a Heritage Preservation Sub-Committee as part of the Nanticoke Heritage Byway Steering Committee to continue to focus on key historic and cultural efforts.	2-5	B, C, F	S		

Table 12-1: Action Plan List Cont.

Category I - Interpretation & Education				Implementation Timeframe		
Action Item #	Action Items	Potential Party Involvement	Funding Sources	Short-Term (0 - 2 Years)	Long-Term (2 - 10 Years)	On-Going
I1	Develop signage throughout the Byway that portrays the Colonial and Maritime story of the region.	2-5	B, C, E		L	
I2	Develop signage that depicts the location and portrays the story of the Nanticoke Indians.	2-5	B, C	S		
I3	Develop an information station/center for the Byway at the Seaford Museum.	2-5	B, C, F	S		
I4	Prepare a Signage Plan assessing the locations of needed Interpretive signs along the Byway.	2-5	B, C, E	S		

Category J - Promotions & Marketing				Implementation Timeframe ³		
Action Item #	Action Items	Potential Party Involvement	Funding Sources	Short-Term (0 - 2 Years)	Long-Term (2 - 10 Years)	On-Going
J1	Develop a Byway map (printed and digital) that can distributed throughout the region.	2-5	A, B, C, E, F	S		
J2	Continue to utilize social media regularly to promote the region and the Byway.	3-5	A, B, C, D, E, F			O
J3	Develop an events Sub-Committee under the umbrella of the Nanticoke Heritage Byway Steering Committee. This group should focus on holding events that promote and educate others about the Byway.	2-5	A, B, C, D, E, F	S		
J4	Develop a brochure (both electronic and printed) that highlights the Byway's story and rich resources.	3-5	A, B, C, D, E	S		
J5	Continue to update the Byway website.	3-5	A, B, C, D, E, F			O
J6	Hold popular events (5k, Half Marathons, Classic Car Drives, etc.) along the Byway as a fund raiser and promotional tactic.	2-5	A, B, C, D, E, F	S		

Category K - Economic Development & Funding				Implementation Timeframe		
Action Item #	Action Items	Potential Party Involvement	Funding Sources	Short-Term (0 - 2 Years)	Long-Term (2 - 10 Years)	On-Going
K1	Coordinate and partner with tour operators and minority business owners to enhance economic development opportunities along the Byway.	3-5	A, B, C, D, E, F			O
K2	Invite the regional economic development agencies (Chamber of Commerce, Main Street Organizations, etc.) to all Steering Committee meeting and Byway events to engage them and work in partnership.	2-5	A, B, C, D, E, F, G			O
K3	Develop a Funding Team (sub-committee) that will function as a sub-group under the umbrells Byway Organization (Steering Committee) to seek funding for the Byway.	3-5	A, B, C, D, E, F, G	S		

Table 12-1: Action Plan List Cont.

Category L - Byway Administration & Organization

Action Item #	Action Items	Potential Party Involvement	Funding Sources	Implementation Timeframe		
				Short-Term (0 - 2 Years)	Long-Term (2 - 10 Years)	On-Going
L1	Develop a Heritage Preservation Sub-Committee as part of the Nanticoke Heritage Byway Steering Committee to continue to focus on key historic and cultural efforts.	2-5	B, C	S		
L2	Develop an Events Sub-Committee under the umbrella of the Nanticoke Heritage Byway Steering Committee. This group should focus on holding events that promote and educate others about the Byway.	2-5	B, C	S		
L3	Develop a Funding Team (sub-committee) that will function as a sub-group under the umbrells Byway Organization (Steering Committee) to seek funding for the Byway.	2-5	A, B, C, D, E, F, G	S		
L4	Develop and adopt Bylaws for the Byway.	2-5	A, B, C, D, E, F, G	S		
L5	Seek not-for-profit/501c(3) status for the Byway organization.	1-5	A, B, C, D, E, F, G		L	

Category M - Coordination & Partnerships

Action Item #	Action Items	Potential Party Involvement	Funding Sources	Implementation Timeframe		
				Short-Term (0 - 2 Years)	Long-Term (2 - 10 Years)	On-Going
M1	Coordinate regularly with DNREC regarding possible property use and promotions.	2-5	B, C, F			O
M2	Develop a strong partnership with the Captain John Smith Chesapeake National Historic Trail (a program of the NPS).	3-5	B, C, F, G			O
M3	Develop a strong partnership with the Chesapeake Bay Gateways Network (a program of the NPS).	1-5	B, C, F, G			O
M4	Develop a strong partnership with the Seaford Historical Society.	3-5	B, C			O
M5	Develop a strong partnership with the Sussex County Historic Preservation Partnership.	3-5	B, C			O
M6	Develop a strong partnership with the Nanticoke Indian Association.	3-5	B, C, F			O
M7	Develop a strong partnership with regional Chambers of Commerce and other related tourism and economic development entities.	3-5	A, C, D, E, F, G			O

Category N - Wayfinding, Signage & Gateways

Action Item #	Action Items	Potential Party Involvement	Funding Sources	Implementation Timeframe		
				Short-Term (0 - 2 Years)	Long-Term (2 - 10 Years)	On-Going
N1	Design conceptual Gateways for various locations along the Byway. Prepare specific site-plans for the Gateway locations.	2-5	B, C, E	S		
N2	Prepare a Signage Plan assessing the locations of needed Wayfinding signs along the Byway.	2-5	B, C, E	S		

12.1 Action Plan Prioritization

The section presents the action items that are being proposed as priority activities and strategies that the NHB can implement in the short-term, the long-term and as on-going activities. These priority action plan items are a result of the larger comprehensive Action Plan list provided earlier in this section. The Action Plan list was presented to the public (during Public Workshops), the Steering Committee, additional stakeholders and reviewed and assessed by the consultant Project Team and the resulting Action Plan Priority List was developed. It is not intended to be followed or implemented in chronological or priority order; rather, the list should be viewed and utilized as a checklist for implementation activities to produce effective and focused activities that will achieve the Corridor Vision for the NHB.

Table 12-2: Action Plan Prioritization List

A detailed and comprehensive Action Plan (Table 12-1) has been drafted based on the extensive and valuable feedback received during community and stakeholder outreach opportunities. The Action Plan items (Table 12-1) were presented to the public and stakeholders in an effort to gather comments and priorities towards ultimately drafting an inclusive Action Plan Prioritization List (Table 12-2). The Action Plan Prioritization List is a summation of the corridor-wide interests and preferences of the communities that are located along the NHB corridor. Equal weighting was given to all communities and no preference or pre-conceived strategies or interests were included in the Action Plan Prioritization List. The Prioritization List will serve as a checklist for the implementation of the NHB CMP and should be reviewed periodically (annually) to determine that the validity of the list is current and reflects the desired interests of stakeholders.

The Action Plan Prioritization List for short-term, long-term, and on-going implementation activities can be found in Table 12-2, starting on the following page.

Table 12-2: Action Plan Prioritization List

Short-Term Action Item Priority List		
Completed?	Action Item Reference	Action Item
<input type="checkbox"/>	D2	Enhance streetscaping and landscaping along key sections of the Byway.
<input type="checkbox"/>	D2-1	Enhance streetscaping and landscaping along Woodland Ferry Road into Bethel.
<input type="checkbox"/>	D2-2	Enhance streetscaping and landscaping at the launch sites of the Cannon/Woodland Ferry.
<input type="checkbox"/>	D7	Work with the appropriate entities (DeIDOT, private sector, etc.) to implement CSS related activities to assure that road projects meet CSS guidance, particularly through a CSS process; and private land development projects and regulatory agencies are working toward collaborative partnerships to assure that development along the Byway takes CSS into consideration.
<input type="checkbox"/>	E1	Install benches along the Nanticoke River to promote access to the resource, particularly in Woodland.
<input type="checkbox"/>	E2	Identify and create additional viewing opportunities, including the possible construction of platforms/observation towers, to open/improve scenic views; Work with appropriate parties on the preservation of scenic views and public access to rivers and viewsheds; Create additional viewshed areas through selective vegetation clearing; Promote public access to waterfront areas and docks for visitors; Promote the waterways to harness the maritime aspect to the corridor story.
<input type="checkbox"/>	G5	Develop plans to utilize the Bethel Museum as a major resource along the Byway.
<input type="checkbox"/>	G7	Integrate and highlight the Nanticoke Tribe in key areas along the Byway such as the Wading Place in Laurel, Concord and Phillips Landing.
<input type="checkbox"/>	I2	Develop signage that depicts the location and portrays the story of the Nanticoke Indians.
<input type="checkbox"/>	I3	Develop an information station/center for the Byway at the Seaford Museum.
<input type="checkbox"/>	I4	Prepare a Signage Plan assessing the locations of needed Interpretive signs along the Byway.
<input type="checkbox"/>	J1	Develop a Byway map (printed and digital) that can distributed throughout the region.
<input type="checkbox"/>	J4	Develop a brochure (both electronic and printed) that highlights the Byway's story and rich resources.
<input type="checkbox"/>	L4	Develop and adopt Bylaws for the Byway.
<input type="checkbox"/>	N1	Design conceptual Gateways for various locations along the Byway. Prepare specific site-plans for the Gateway locations.
<input type="checkbox"/>	N2	Prepare a Signage Plan assessing the locations of needed Wayfinding signs along the Byway

Table 12-2: Action Plan Prioritization List Cont.

Long-Term Action Item Priority List		
Completed?	Action Item Reference	Action Item
<input type="checkbox"/>	A1	Implement traffic calming solutions at the intersection of Bethel and Woodland Roads.
<input type="checkbox"/>	F2	Develop bike lanes or trails from Seaford to Woodland utilizing the railroad tracks.
<input type="checkbox"/>	G1	Develop a water themed park or attraction in the region to draw tourists and highlight the story of water along the Byway.
<input type="checkbox"/>	G2	Develop a park in Concord at the site of the Old Furnace and the Concord Pond Dam.
<input type="checkbox"/>	G4	Develop a recreation site in Woodland.
<input type="checkbox"/>	I1	Develop signage throughout the Byway that portrays the Colonial and Maritime story of the region.

Medium-Term Action Item Priority List		
Completed?	Action Item Reference	Action Item
<input type="checkbox"/>	B3	Work with regional agencies and entities to identify and advocate conservation preservation easements, farmland preservation easements, and historic preservation easements or use other tools for the protection of resources.
<input type="checkbox"/>	F3	Improve connectivity between and among existing trail networks; Encourage transportation enhancement projects to improve bicycle and pedestrian connectivity and facilities; Support the establishment of non-motorized greenways to connect public lands along the corridor.
<input type="checkbox"/>	J2	Continue to utilize social media regularly to promote the region and the Byway.
<input type="checkbox"/>	J5	Continue to update the Byway website.
<input type="checkbox"/>	K1	Coordinate and partner with tour operators and minority business owners to enhance economic development opportunities along the Byway.
<input type="checkbox"/>	K2	Invite the regional economic development agencies (Chamber of Commerce, Main Street Organizations, etc.) to all Steering Committee meeting and Byway events to engage them and work in partnership.
<input type="checkbox"/>	M6	Develop a strong partnership with the Nanticoke Indian Association.
<input type="checkbox"/>	M7	Develop a strong partnership with regional Chambers of Commerce and other related tourism and economic development entities.

12.2 Responsible Parties

The members of the NHB Steering Committee identified a variety of groups that should assist with the implementation of the NHB Action Plan. Table 12-3 outlines some of the possible parties that should be responsible for implementing and updating the Action Plan. The Responsible Parties are categorized in to five (5) main categories. Within each main category there are listed several entities, agencies and other possible responsible parties that could aid in the implementation and updating of the NHB Action Plan. It is critical that the NHB Steering Committee coordinate with and engage these listed entities in an effort to proceed with implementation of the Action Plan. Other parties/entities may be engaged or utilized and should be added to this list when an update or revision is conducted.

Table 12-3: Responsible Parties

1	GOVERNMENT AGENCIES - FEDERAL
	Federal Highway Administration (FHWA)
	National Association of Conservation Districts (Non-Profit)
	National Watershed Coalition (Non-Profit)
	U.S. Department of Agriculture Forest Service
	U.S. Department of Interior
	U.S. Fish and Wildlife Service
	National Park Service / National Register of Historic Places
2	GOVERNMENT AGENCIES - STATE/REGIONAL
	Delaware Department of Agriculture & Consumer Services, Division of Forestry (DOF)
	Delaware Department of Agriculture - Division of Land Use Planning & Preservation
	Delaware Department of Natural Resources and Environmental Control (DNREC) - Division of Water - Division of Fish & Wildlife - Division of Parks and Recreation - Delaware National Estuarine Research Reserve (DNERR)
	Delaware Department of State (DOS) - Division of Historical & Cultural Affairs - Delaware Heritage Commission
	Delaware Department of Transportation (DelDOT)
	Delaware Economic Development Office of Tourism – Delaware Tourism Office
	Delaware Office of State Planning Coordination
	Delaware Transit Corporation – DART First State
	Delaware Department of Education
3	GOVERNMENT AGENCIES - COUNTY
	Sussex County
	The Convention & Visitors Bureau for Sussex County, Delaware
	Sussex County Council
4	GOVERNMENT AGENCIES - CITY & TOWN
	Town of Bethel

Table 12-3: Responsible Parties Cont.

4	GOVERNMENT AGENCIES - CITY & TOWN CONT.
	City of Seaford
	Town of Laurel
	Concord (Unincorporated Sussex County)
	Town of Blades
5	OTHER ORGANIZATIONS & ACADEMIC INSTITUTIONS
	Archeological Conservancy
	Bike Delaware
	Builders/Realtors Associations
	Business Owners
	Center for Historic Architecture and Design, University of Delaware
	Chambers of Commerce
	Colleges, Universities, Extension Services
	Community Associations
	Conservation/Science Organizations
	Delaware Farm Bureau
	Delaware Historical Society
	Economic Development Councils
	Education Centers/Museums/ Historical Sites
	For-Profit Organizations
	Garden Clubs
	Historic Preservation Program, Delaware State University
	Land Development Companies
	Local Historical Societies
	Nature Conservancy
	Neighborhood Associations
	Non-for-Profit Organizations
	Private Schools
	Property Owners
	Services Providers
	State and Local Land Trusts
	Tribal Organizations and Entities
	Trust for Public Land

12.3 Potential Funding Sources

Funding is a critical component for the implementation of the Action Plan. This section outlines some potential funding sources, however; it is important that the NHB Steering Committee consistently review and research potential funding sources that may not be contained in this list.

The Potential Funding Sources are divided into seven (7) categories. These seven (7) categories contain sub-categories that identify possible grant funding, programs, or partnerships that could help with the expenses associated with implementation of the Action Plan. Table 12-4 lists some of the possible funding sources.

Table 12-4: Potential Funding Sources

A	COMMUNITY REDEVELOPMENT & REVITALIZATION
	American Recovery and Reinvestment Act Grants
	Capital Grants, Delaware Community Foundation
	Community Challenge Grant Planning Program, HUD
	Delaware Community Development Corporation
	Delaware Small Cities Community Development Block Grant Program, HUD
	Public/Private Partnerships
	Regional Planning Grant Program, HUD
	Rural Development, Business and Cooperative Programs, USDA
B	CULTURAL & HISTORIC
	Arts Stabilization Grant Program, Delaware Division of the Arts (DDOA)
	Congressional Appropriations, U.S. Congress
	Delaware Preservation Fund Grants, Preservation Delaware
	Historic Preservation Grants, DOS
	Private Foundation Grants
	Public/Private Partnerships
	Rehabilitation Tax Credit for Improvements to Historic Properties, DOS
	Transportation Enhancement Projects, DeIDOT
C	EDUCATION & PROMOTION
	Arts in Education Program, Delaware Institute for the Arts in Education
	Environmental Education Grants, EPA
	Informal Science Foundation Planning Grants, National Science Foundation
	Private Foundation Grants
	Program Grants, Delaware Community Foundation
	Public/Private Partnerships
	Regional Marketing Grants, Visit Delaware
	Tree Management Grants, Delaware Forest Service
D	LANDSCAPING & BEAUTIFICATION
	Delaware Nature Society
	Private Sector Donations

Table 12-4: Potential Funding Sources Cont.

D	LANDSCAPING & BEAUTIFICATION CONT.
	Invasive Plant Management, DEP
	Litter Removal Program, DEP
	National Urban and Community Forestry Matching Grant Program, FDA
	Public/Private Partnerships
	Transportation Enhancement Projects, DelDOT
	Tree Management Grants, Delaware Forest Service
	Tree Planting Grants, Delaware Forest Service
E	ROADWAY, PEDESTRIAN, & BICYCLE IMPROVEMENTS
	Congressional Appropriations, U.S. Congress
	Delaware Department of Transportation, DelDOT
	Delaware Greenways and Trails Program
	Main Street Program, Delaware Economic Development Office
	National Urban and Community Forestry Matching Grant Program, FDA
	Public/Private Partnerships
	Recreational Trails Program, DEP
	Regional Planning Grant Program, HUD
	Transportation Enhancement Projects, DelDOT
F	PARKS & PUBLIC LANDS
	Delaware Land & Water Conservation Trust Fund, Delaware Division of Parks and Recreation
	Delaware State Parks Trust Fund, Delaware Community Foundation
	Public/Private Partnerships
	Urban and Community Forestry Grants
	Urban Parks and Recreational Recovery Program, National Park Service
	Waterways Assistance Program
G	STORMWATER MANAGEMENT/WATER RESOURCE PROTECTION
	Delaware Soil & Water Conservation District
	Public/Private Partnerships
	Section 319 Non-point Source Management Implementation Grants, DEP
	State Revolving Fund Loan Program for Wastewater Treatment, DEP
	Transportation Enhancement Projects, DelDOT

Appendix A - Definitions and Acronyms

All-American Roads (AAR) - Public roads that have been designated by the federal government as satisfying National Scenic Byways criteria and have satisfied the additional criteria and requirements for designation as All-American Roads pursuant to the National Scenic Byways Program and its implementing legislation and regulations. All-American Road status is the highest designation that can be achieved through National Scenic Byways.

Annual Average Daily Traffic (AADT) - The Annual Average Daily Traffic (AADT) is the total volume of vehicular traffic on a roadway throughout the entire year divided by 365 days ($\text{Annual Volume} / 365 = \text{AADT}$). The AADT tells how many vehicles utilize a roadway.

Archeological Resources - The physical evidence or remains of known historic or prehistoric human life, activity or culture in Delaware. For example, significant ruins, artifacts, inscriptions, structural and/or human remains may all be considered archeological resources. These resources differ from historic resources in that they may have existed before written records were kept in an area.

Attraction - A specific site, building, structure, event, or other occurrence that can be physically entered, attended, or seen. Example: Museum, aquarium, park, monument, festival.

Interpretive Sites (I) - Sites that commemorate specific Underground Railroad events or interpret the general history of the Underground Railroad, including museums and historical markers.

Comprehensive Plan - A general community plan that describes land use patterns according to whether a given district or parcel will be devoted to residential, commercial, or industrial use. Such a plan also includes transportation, public facilities, and sometimes social services or redevelopment (urban renewal) plans.

Context - The setting in which a Byway exists, including, but not limited to its physical, scenic, aesthetic, historic, environmental, and safety qualities.

Corridor - The road or highway right-of-way and the adjacent area that is visible from and extending along the highway. The distance the corridor extends from the highway could vary with the different intrinsic qualities. (Federal Register, National Scenic Byways Program, 1995)

Corridor Management Plan (CMP) - A written document that specifies the actions, procedures, controls, operational practices, and administrative strategies to maintain the scenic, cultural, historic, recreational, archeological and natural qualities of the scenic byway. (Federal Register, National Scenic Byways Program, 1995).

Cultural Context Sites (C) - Connotes a site or area that is related to broad themes of the Underground Railroad historic context, such as the growth of free black communities and churches, abolitionist Quaker families and meetinghouses, African Americans in the Civil War and others.

Cultural Resources - Portions of the human environment that express aesthetics, traditions, values and customs. Traditions are associated with distinct groups of people, which are passed on from one generation to the next. Cultural Resources include crafts, music, arts, dance or drama, rituals, tribal or ethnic customs, festivals, languages, museums, foods, special events, vernacular architecture, physical or recognized legacies, non-resource based recreational activities, and customs practiced by people, either in the past or present.

Discovery Zone - Five unique segments of the Byway, abundant with local history and tradition, but all with distinctive characteristics. The five Discovery Zones along the Nanticoke Heritage Byway are: North Seaford, Seaford Proper, Woodland/Bethel, Laurel, and Concord.

Federal Highway Administration (FHWA) - The U.S. government agency which oversees all highway transportation issues for the nation.

Federal Highway Beautification Act (FHBA) - Refers to the national legislation regulating the construction of signage on the Interstate and Federal-Aid Primary highway systems.

Historical Marker - Historical markers are usually placed at important historical locations and sites across the state. These markers offer historical facts, stories and interpretation regarding the sites.

Historical Resources - Distinctive physical elements in the landscape, either natural or manmade, that reflect actions of humans as they relate to past events, sites, or structures. These Historical Resources symbolize an important era in Delaware history and portray a legacy of Delaware that educates viewers while providing an appreciation of the past. Resources may include buildings, Indian habitations, trails, engineering structures, settlement patterns and landscapes.

Intermodal Surface Transportation Efficiency Act (ISTEA) - Refers to the federal legislation which initiated the development of the National Scenic Byways Program.

Intrinsic Resources - The cultural, historical, archeological, recreational, natural or scenic qualities or values along a roadway that are necessary for designation as a National Scenic Byway. Intrinsic resources are features considered significant, exceptional and distinctive by a community and are recognized and expressed by that community in its comprehensive plan to be of local, regional, statewide or national significance and worthy of preservation and management.

Intrinsic Qualities - The basic characteristics of a scenic byway, corridor or trail. For scenic byways, the intrinsic qualities are categorized according to scenic, historic, recreational, cultural, natural, and archaeological factors.

Level of Service (LOS) - Level of Service is classified as a measure-of-effectiveness by which traffic engineers determine the quality of service of transportation infrastructure. The transportation LOS system is classified using the letters A through F, with A being the best and F being the worst.

Local Government - A county, municipality, or consolidated city-county government.

Metropolitan Planning Organization (MPO) or Metropolitan Transportation Planning Organization (MTPO) - The forum for cooperative transportation decision making for the metropolitan planning area, as defined by Federal Transportation Planning Regulation 23 CFR 450.104. MPOs designated prior to the promulgation of this regulation remain in effect until redesignated in accordance with § 450.106 and nothing in this part is intended to require or encourage such redesignation.

Nanticoke - The region surrounding the 64 mile Nanticoke River, one of the mid-Atlantic's most preserved waterways, and the Delmarva Peninsula's longest tributary to the historically significant Chesapeake Bay.

National Register of Historic Places - The United States government's official list of districts, sites, buildings, structures, and objects deemed worthy of preservation. A property listed in the National Register, or located within a National Register Historic District, may qualify for tax incentives derived from the total value of expenses incurred preserving the property.

National Scenic Byway (NSB) - A scenic highway that is designated by the Federal government as satisfying the criteria for a National Scenic Byway pursuant to Section 1047(f) of Title 23 USC and any federal regulation and/or guidelines. These roadways offer drivers and passengers views of cultural, historical, archeological, recreational, natural or scenic resources and provide a relaxed recreational and educational experience.

Natural Resource - The natural environment such as wetlands, marshes, geological features, forests, landforms or topography, as well as water bodies and vegetation that are indigenous and characteristic of Oklahoma and its differing regions. These resources must show minimal evidence of exotic vegetation and adverse human disruption.

Primary Resources - These are considered to be the most important resources along a scenic byway corridor. In the Harriet Tubman Underground Railroad Byway CMP the Primary Resources are coded into four (4) categories: Underground Railroad Sites, Cultural Context Sites, Commemorative/Interpretive Sites, and Evocative Landscape Sites.

Public Road - A road which is open and available for use by the public and dedicated to the public use, according to law or by prescription.

Recreational Resources - Those resources that provide either active or passive outdoor recreational activities directly dependent upon the natural or cultural elements of the landscape. These activities may include boating, saltwater and freshwater fishing, hiking, canoeing, camping (RV/Trailer and tent), biking, saltwater beach activities, wildlife viewing, horseback riding, driving, hunting, and picnicking.

Secondary Resources - Secondary resources are important attractors and destinations for the Scenic Byway corridor, though they may not reflect the corridor story directly and are therefore considered to be Secondary.

Scenic Byway - A public road having special scenic, historic, recreational, cultural, archaeological, and/or natural qualities that have been recognized as such through legislation or some other official declaration (Federal Register, National Scenic Byways Program, 1995).

Scenic Resources - A combination of natural and manmade features that give remarkable character to the visual landscape. These resources are striking in appearance and provide a pleasing and memorable experience to those who view them.

Site - A specific location.

Site-Specific Interpretation - Interpreting information to visitors at a specific attraction or site.

Theme - The concept, message, or idea that an interpretive program communicates to visitors.

Transportation Equity Act of the 21st Century (TEA-21) - Refers to the federal legislation which followed the Intermodal Surface Transportation Efficiency Act (ISTEA) of 1991 and continued the implementation of the National Scenic Byways Program and its grant program.

Viewshed - The area of the landscape that is visible from any point along the road.

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