

# 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.