Ellicott City Auto Tours

Historic Ellicott City, Inc. offers four auto tours that take visitors to different landmark locations in Ellicott City. The tours are available for download from its website as mobile phone apps powered by Google Maps. The four tours include:

- from St. John's Episcopal Church to MacAlpine to Temora Manor
- from Patapsco River to the George Ellicott House to Benjamin Banneker Historical Park
- from Mt. Ida to the Patapsco Female Institute and Historic Park
- from Ellicott Station to St. Paul's Catholic Church

Oella Walking Tour

The Oella Walking Tour is about two miles in length, from the intersection of Oella Avenue and Frederick Road to Benjamin Banneker Historical Park and Museum. A map and guide helps visitors follow the route and offers information on 31 sites of historic interest along the way. Parking is available. Most of the sites are easily visible from Oella Avenue, making it possible to also take the tour by car.

Patapsco Valley State Park Tours and Programs

Patapsco Valley State Park offers visitors a variety of ranger-led tours and programs. History orientations and programs can be arranged for a fee through the Avalon Visitor Center from April through October.

Civil War Trails

The Civil War Trails program invites visitors to explore both well-known and less-familiar sites associated with the Civil War in Maryland, Washington, D.C., Virginia, West Virginia, Tennessee, and North Carolina. Together, more than 1,000 places tell the story through interpretive panels. Seven interpretive panels tell the Civil War stories within the heritage area, located at the Catonsville Library, Thomas Viaduct, Elkridge Furnace Inn, Ellicott City Colored School, Patapsco Female Institute, Thomas Isaac Log Cabin, and Ellicott Station.

Chesapeake Audubon Society Field Trips

The Chesapeake Audubon Society offers frequent field trips with a variety of themes in and around Patapsco Valley State Park and the Patapsco Important Bird Area.

Group Tours

Visit Howard County assists groups with developing group tours, providing research, coordinating rate proposals, organizing familiarization tours, providing step-on guide referrals, and offering suggestions for other group activities. A popular group tour is "Rails, Tales and Tastings" that takes groups from the B&O Railroad Museum in Baltimore to Ellicott Station via National Road.

5.6 Visitor Services and Infrastructure

Visitor Orientation

Howard County Welcome Center

The Howard County Welcome Center is located in the former Ellicott City U.S. Post Office on Main Street. Since opening in the renovated building, approximately 30,000 people have stopped in annually to research Howard County places to visit, and discover where to eat, stay, shop, and enjoy recreation opportunities through informational brochures. Visitors learn about the Patapsco Valley from the Patapsco Heritage Greenway's interpretive panels which are on display at the Welcome Center. A variety of books on local and regional history are available for purchase and bi-monthly "infotainment" events are offered to inform and entertain visitors and residents. The Welcome Center is open daily all year, including most holidays.

Howard County "On-the-Go Welcome Center Tent"

The "On-the-Go Welcome Center Tent" provides on-site visitor information in a tradeshow booth setting at signature events in Howard County, such as fairs, festivals, and tradeshows. Visit Howard County partners, including heritage area places to visit and other sites and businesses, are invited to participate under the tent by hosting a booth with exhibits, publications, and/or demonstrations.

I-95 Maryland Welcome Center and Rest Area

The I-95 Maryland Welcome Center and Rest Area near Savage (at I-95 North/MD Route 216 and I-95 South/MD Route 216) offers limited complimentary window display space to Visit Howard County partners. This enables partners in the heritage area to make their brochures available to the public traveling through the area. Displays run two months at a time and are complimentary.

Visit Baltimore Visitor Center

The Baltimore Visitor Center – operated by Visit Baltimore – is located at 401 Light Street on the west shore of the Inner Harbor. It opened in May 2004 and offers a variety of information resources and services designed to help visitors plan their visit to Baltimore. Visitors can purchase tickets for museums, tours, and harbor cruises, pick up brochures, make reservations for dining and lodging, and learn about the city's history, arts, neighborhoods, and shopping. It is open seven days a week from March 15 through November 15 and closed Mondays and Tuesdays during the remainder of the year. In FY 2011 and FY 2012 approximately 300,000 people stopped at the visitor center for information and orientation to the city (Visit Baltimore 2012).

Patapsco Heritage Area Management Plan

Figure 5.6
Visitor Services and Visitor Infrastructure

- ● Visitor Center/Orientation
- ⊕ Visitor Parking Areas
- ● Conference and Meeting Facilities
- ● Farmers' Markets
- ⌂ Neighborhood Downtown Shopping

Scenic Byways
- •━━━━• Historic National Road (All-American Road)

Walking Tours
- ──── Oella Walking Tour
- ──── Patapsco River to George Ellicott House to Benjamin Banneker Historical Park
- ──── Mt. Ida to the Patapsco Female Institute and Historic Park
- ──── B&O Railroad Museum to St. Paul's Catholic Church

Trails
- ──── Land Trails (existing)
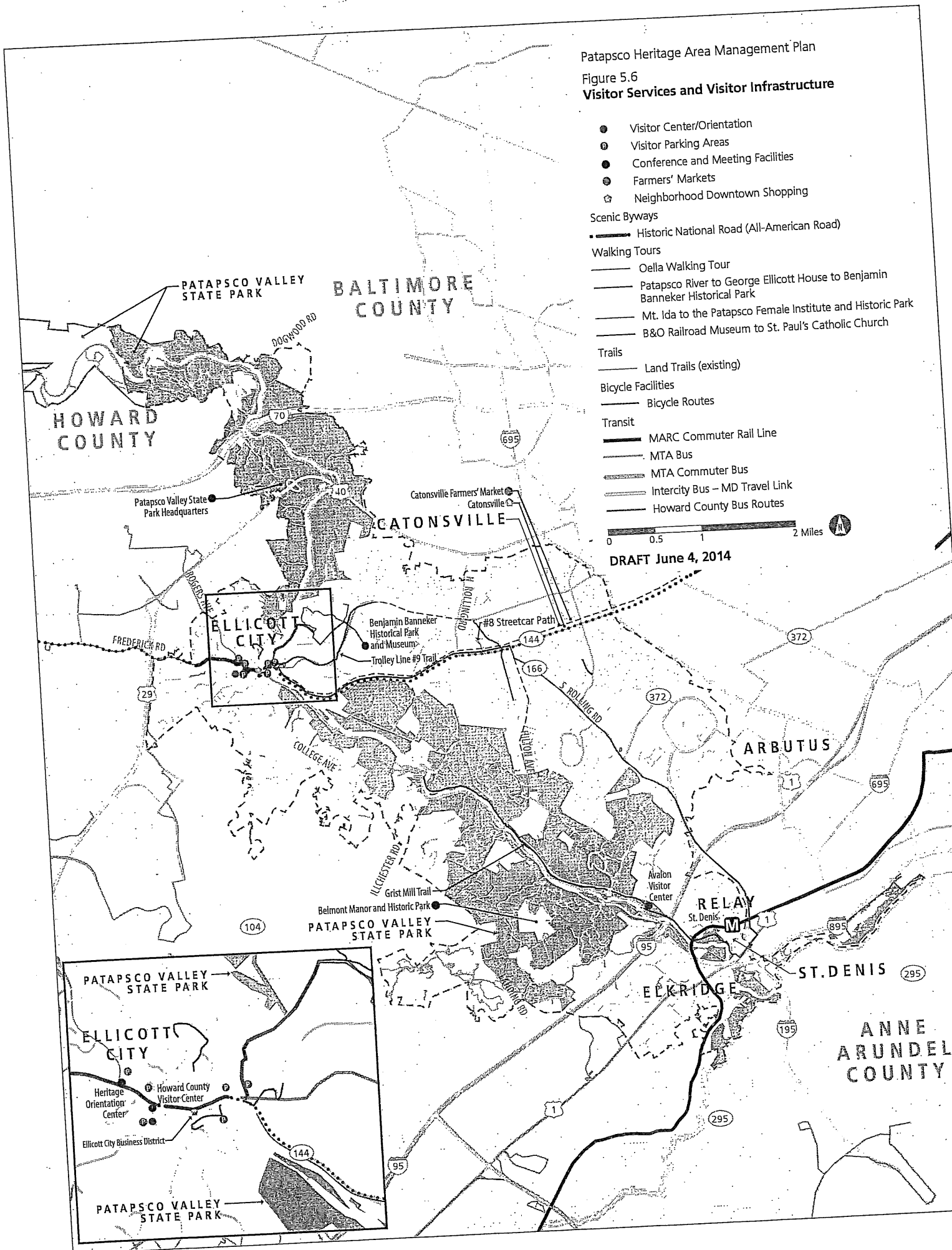
Bicycle Facilities
- ──── Bicycle Routes

Transit
- ━━━━ MARC Commuter Rail Line
- ········ MTA Bus
- ≈≈≈≈ MTA Commuter Bus
- ≈≈≈≈ Intercity Bus – MD Travel Link
- ──── Howard County Bus Routes

0   0.5   1   2 Miles

DRAFT June 4, 2014

PATAPSCO VALLEY STATE PARK

BALTIMORE COUNTY

HOWARD COUNTY

DOGWOOD RD

70

695

40

Patapsco Valley State Park Headquarters

Catonsville Farmers' Market
Catonsville

CATONSVILLE

FREDERICK RD

ELLICOTT CITY

29

Benjamin Banneker Historical Park and Museum

Trolley Line #9 Trail

#8 Streetcar Path

144

166

372

372

S ROLLING RD

ARBUTUS

1

695

COLLEGE AVE

ILCHESTER RD

Grist Mill Trail

Belmont Manor and Historic Park

PATAPSCO VALLEY STATE PARK

104

Avalon Visitor Center

RELAY
St. Denis
M

1

895

ST. DENIS   295

ELKRIDGE

95

195

1

295

ANNE ARUNDEL COUNTY

PATAPSCO VALLEY STATE PARK

ELLICOTT CITY

Heritage Orientation Center

Howard County Visitor Center

Ellicott City Business District

144

95

PATAPSCO VALLEY STATE PARK

Heritage Orientation Center

In 1998, Historic Ellicott City, Inc. opened a heritage orientation center in Ellicott City's first records building. The small stone building houses exhibits about the Patapsco Valley, with a focus on the history of Ellicott City. The displays – which include photographs, a diorama, and a time line – provide a place to begin a tour of Ellicott City's historic district. The center is open daily, free of charge.

Patapsco Valley State Park

The Avalon Visitor Center is located in the Avalon/Glen Artney/Orange Grove visitor use area. It is in a 185-year-old stone house, the only remaining Avalon house that survived the 1868 flood. The visitor center has exhibits on park history, a small information center with park maps and drinks for sale. It is open on weekend afternoons from April through October, staffed exclusively by volunteers.

Visitor information is also available at park headquarters in the Hollofield visitor use area. Headquarters is open Monday to Friday 8:30 a.m. to 4:30 p.m., except on state holidays.

Wayfinding

Enjoy Baltimore County Website

The Enjoy Baltimore County website (www.enjoybaltimorecounty.com) provides information on where to eat, stay and play in Baltimore County. A calendar of upcoming events throughout the county is available. Search functions enable website users to search opportunities based on personal preference for food, lodging, activities, and events. An itinerary building function enables website users to select eat, stay, play, or events items from various menus and build a travel itinerary.

Visit Howard County Website

The Visit Howard County website (www.visithowardcounty.com) provides information on lodging, dining, shopping, sight-seeing, and discovering in Howard County. A calendar of upcoming events throughout the county is available. A search function enables website users to search the calendar of events by date.

Patapsco Valley State Park Website

The MD DNR website provides a link to Patapsco Valley State Park (www.dnr.stat.md.us/ publiclands/central/Patapsco.asp). Maps can be downloaded for the entire park and for each visitor use area, along with descriptions of the visitor experiences offered at each visitor use area. Links provide additional information on park alerts, programs, regulations, hours of operation, and volunteer opportunities. Reservations can be made for campsites and picnic shelters.

Visit Maryland Website

The Visit Maryland website (www.visitmaryland.org) provides information on places to see, things to do, places to stay, and places to eat throughout the state. A calendar of upcoming events is available. Search functions enable website users to search opportunities based on personal preference for what they like to see and do, and the types of places where they prefer to stay and eat. An itinerary building function enables users to select places to go and things to do from various menus and to build a travel itinerary.

Patapsco Heritage Trail Map

The Patapsco Heritage Trail extends from the BWI Trail at MD 170 to Ellicott City. A map produced by the Patapsco Heritage Greenway with assistance from UMBC provides hikers and bikers information on the trail route and conditions (PHG 2012b). Maps are available at the Howard County Welcome Center and at partner sites throughout the heritage area.

Patapsco Valley State Park Maps and Guides

Numerous maps and guides are available to assist visitors with wayfinding in Patapsco Valley State Park. Each major visitor use area has a map showing the park boundary, other protected lands, contour intervals, park roads, gates, trails, contact stations, parking, restrooms, campgrounds ranger stations, scenic overlooks, picnic facilities, playgrounds, and soft launch boat access sites. Maps are available on the park's website, at entrance gates, at visitor contact stations, and at the Howard County Welcome Center.

Official Howard County Welcome Guide

Each year Visit Howard County makes available approximately 100,000 copies of the free *Official Howard County Welcome Guide* in hotel rooms, business parks, Howard County libraries, and the Merriweather Post Pavilion.

Baltimore County Visitor Guide

A free annual *Baltimore County Visitor Guide*, produced by Enjoy Baltimore County, provides information on local events, the arts, places to visit, recreation, shopping, restaurants, and accommodations of interest to visitors, event planners, and residents.

Accommodations

Baltimore County and Howard County compare well to state, regional, and national trends in hotel performance. In 2012 the total hotel inventory rose by 1.1% in Baltimore County and 0.4% in Howard County to an aggregate of 9,529 rooms available for guests at the end of the year (Smith Travel Research, in MD 2013b). Rooms under construction and planned new hotel development will continue

to add inventory in the next few years. Room rates are similar in the two counties but well below those of the state, the region, and the nation. Occupancy rates are also similar but slightly higher than those of the state, the region, and the nation. In 2013 there was a general reduction in room demand in each county, the state, and the region (Smith Travel Research, in MD 2013b); this trend began earlier in Howard County which showed a 2.1% reduction in room revenue in 2012.

Very limited lodging is available within the heritage area, offered only at small bed and breakfast inns in Ellicott City and Catonsville. Hotels located nearby, but outside the heritage area, are in Columbia and Woodlawn, and in the US Route 1 and US Route 40 corridors.

Meeting and Special Event Support Facilities

Belmont Manor and Historic Park

Belmont Manor and Historic Park is an 68-acre property purchased by Howard County in 2012 to ensure its stewardship and to provide a venue for executive retreats, corporate training, weddings, company picnics, and other special events (see Historic Sites and Museums (open to the public)). Groups can rent specific rooms in the Manor and Carriage House or choose among several packages that can include the house, formal gardens, picnic area, and grounds. April through October, the tented formal garden can accommodate up to 500 people. Special arrangements can be made for weekend packages.

Farmers Markets

Howard County Farmers' Market

The Miller Branch of the Howard County Library hosts the Howard County Farmers' Market on Wednesday afternoons, May through November.

Catonsville Farmers' Market

The Bloomsburg Community Center hosts the Catonsville Farmers' Market on Wednesday mornings, May through November.

Ellicott City Farmers' Market

Ellicott City has a farmers' market on Parking Lot D, year-round, on the second Sunday of the month.

Tour Operators

Two full-service transportation companies serve the Howard County and southern Baltimore County area, including Eyre Bus, Tour & Travel, Ltd. and Star Spangled Tours.

Accessibility and Transportation

Regional Highway, Rail, and Air Access

Interstates 95, 70, and 695 provide regional access to the local road network serving the communities of Elkridge, Ellicott City, and Catonsville, and Patapsco Valley State Park. Maryland Area Regional Commuter (MARC) trains offer convenient and affordable rail travel between Baltimore (Camden Station) and Washington, DC (Union Station) on the MARC Camden Line; an intermediate stop at St. Denis is located within the heritage area. Baltimore-Washington International Thurgood Marshall Airport (BWI) is within 15 minutes of the heritage area.

Bus Access

Maryland Transit Administration (MTA) operates regional and local bus service in Howard County and Baltimore County, providing limited access to portions of the heritage area. Bus service in the US 1 corridor connects to Downtown Baltimore and to Downtown Washington (with transfers). An express bus runs between Columbia and Downtown Baltimore, with a stop near the heritage area at Catonsville Park. A network of local buses serves the Catonsville community, including UMBC and CCBC, connecting at Catonsville Park to the express bus route to Downtown Baltimore, and connecting with the MARC St. Denis Station and bus service in the US 1 corridor. Local buses do not serve Historic Ellicott City or portions of the heritage area in Howard County and do not provide visitor access to Patapsco Valley State Park.

6 Heritage Tourism and Marketing

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6. Heritage Tourism and Marketing

The National Trust for Historic Preservation defines heritage tourism as traveling to experience the places and activities that authentically represent the stories and people of the past and present. Heritage tourism activities include visiting the following types of places:

- historic sites, structures, landmarks, districts, and communities
- natural and scenic areas
- parks and recreation facilities
- cultural events, festivals, and fairs
- art galleries, theaters, and museums
- ethnic communities and neighborhoods

Heritage tourism offers many benefits. In addition to creating new jobs, new business, and higher property values, well-managed tourism improves the quality of life and builds community pride (NTHP 2008). Visitors to historic sites and cultural attractions generally stay longer and spend more money than other kinds of tourists.

In the Patapsco Heritage Area, visitors can have a diverse set of heritage tourism experiences as they visit historic places, explore remote parklands, go to the theatre, visit art galleries, and eat, shop, and stay in historic communities (see section _._ Heritage Attractions). On a network of scenic roads and trails visitors can explore the valley and its heritage communities, stopping at attractions where the heritage area's stories are told through exhibits, tours, living history demonstrations, interpretive programs, and special events. Cultural experiences are offered at theatres and art galleries at local colleges, art centers, public libraries, and other facilities. Patapsco Valley State Park – a wooded oasis that forms the spine of the heritage area – offers many different recreation and learning experiences. An extensive network of trails attracts area residents and visitors from throughout the region who hike and bike the park's trails, winding amidst the sites of former mills and mill towns that are the legacy of the valley's industrial history. Several visitor centers and contact facilities provide information on things to do and places to stay that assist visitors with planning their trip to the heritage area. Enjoy Baltimore County and Visit Howard County also offer orientation and trip planning functions on their websites, as do Patapsco Valley State Park and several other heritage sites.

6.1 Types of Heritage Area Travelers

Cultural and Heritage Travelers

The cultural and heritage traveler is a large, affluent market. It is generally a subset of the leisure traveler group, although business travelers often extend stays in a region for purposes of a cultural or heritage experience as a leisure visitor. Research conducted in 2009 indicates that 78 percent of all U.S. leisure travelers participate in cultural and/or heritage activities while traveling, translating to 118.1 million adults annually (USCHT 2009). With cultural and heritage travelers spending an average of $994

per trip, they contribute more than $192 billion annually to the U.S. economy (USCHT 2009). Cultural and heritage travelers as a whole are more frequent travelers, reporting an average of 5.01 leisure trips in the past 12 months versus 3.98 leisure trips by non-cultural and non-heritage travelers (USCHT 2009). In general cultural and heritage travelers are slightly older, more educated, and have higher household incomes (USCHT 2009). More than half of travelers agree that they prefer their leisure to be educational and nearly half spend money on cultural and heritage activities (USCHT 2009). They are also likely to travel further to get the experiences they seek.

Cultural and heritage activities identified by travelers include: visiting historic sites (66 percent); attending historical re-enactments (64 percent); visiting art museums/galleries (54 percent); attending an art/craft fair or festival (45 percent); attending a professional dance performance (44 percent); visiting a state or national park (41 percent); shopping in museum stores (32 percent); and exploring urban neighborhoods (30 percent) (USCHT 2009). The vast majority of these travelers (65 percent) say they seek travel experiences where the "destination, its buildings and surroundings have retained their historic character" (USCHT 2009).

Group Tour Travelers

Group bus tours organized and conducted by special interest groups and professional tour operators are an important audience for heritage sites and heritage neighborhoods. Enjoy Baltimore County, Visit Howard County, the Maryland Office of Tourism Development, and other partners in the heritage area market directly to tour operators. Marketing occurs through conventions, familiarization tours, and direct marketing. Special interest groups who visit major attractions include educators, alumni organizations, social/historical groups, and religious groups. Some groups are self-organized, but many are run by professional tour operators. Visitors participating in group tours tend to be older. With the passing of the World War II generation group, touring will likely trail off, as the baby boomer and subsequent generations tend to prefer independent travel.

Tour operators will only go to places that sell. Attractions that wish to draw group tours must have the level of quality and interest that appeals to those who participate in them. Attractions that wish to host group tours must also have capacity to accommodate buses or be within walking distance of parking facilities that can accommodate buses.

Niche Tour Travelers

A niche tourism market is a specific market segment, usually with a self-defined product, that can be tailored to meet the interests of the traveler. Niche markets can generate large numbers of travelers and help to diversify the tourism economy and reduce its typically seasonal nature.

International Travelers

International travelers are a significant audience for the heritage area because of the large number of visitors from outside the United States who visit Washington, D.C. A visit to the Patapsco can be conveniently added to a trip to the nation's capital or to Baltimore. Many international travelers also travel by train, bus, or car through the heritage area on I-95 while traveling between the nation's capital and New York City. International travelers are generally intelligent and sophisticated people who seek authentic experiences. They expect a world-class experience and will quickly perceive shortcomings. International travelers are more likely to explore out of the way places if they are of sufficient character and interest. The Maryland Office of Tourism Development (MOTD) has identified the primary international target markets as the United Kingdom and Germany; and the secondary markets as Belgium, The Netherlands, Nordic countries, France, Ireland, Latin America and China, MOTD and Visit Baltimore work cooperatively with Capital Region USA (CRUSA), the destination marketing organization that works to increase travel to Washington, D.C. Maryland's byways are currently being marketed in the CRUSA guide in both English and German versions and on the CRUSA website in German, Spanish, French and Portuguese.

Virtual Travelers

Virtual tourism occurs over the Internet without physically traveling to a location. Helping virtual tourists experience a place such as a heritage area are technologies like Google's Street View and related Web 2.0 technologies. Google's Street View lets users tour a city from a pedestrian standpoint, virtually taking a walk through city neighborhoods. Visitors tour a city on Street View, and at specific points, watch a short user-created video of individual sites. Companies are emerging that can offer clients – such as heritage areas – professional services to "virtualize" their brand. In the future, heritage area partners could consider development of virtual tours for their websites.

6.2   Travel Industry Trends

United States Travel

Despite the economic downturn in 2009, travel nationwide grew annually from 2009 through 2013. For the next few years – through 2016 – the United States Travel Association (USTA) has forecasted modest visitation growth for domestic and international travel overall. Following is an overview of recent U.S. travel trends and forecasts (USTA 2013):

- National domestic travel volume grew slightly in 2013, with local domestic U.S. visitor volume, as measured in person-trips, growing 1.2 percent from 2012. Forecasts indicate modest visitation growth for domestic travel through 2016: 1.7 percent in 2014, 1.8 in 2015, and 1.5 in 2016.
- In general, while the growth rate is more moderate than in previous years, leisure travel remains at an all-time high and is an indicator of rising consumer confidence. In 2013 leisure travel

represented more than 78 percent of all person-trips, with overnight and day-trips evenly split at 50 percent each. Forecasts indicate modest visitation growth for leisure travel through 2016: 1.9 percent in 2014, 2.0 percent in 2015, and 1.8 percent in 2016.

- Recovery in the business travel market continues to lag that of leisure travel. Government travel remains the industry's greatest challenge due to federal budget cuts which have grounded most U.S. government employees. Business travel is forecasted to grow modestly through 2016: 1.0 percent in 2014, 1.2 percent in 2015, and 0.7 percent in 2016.

- The size and importance of the international travel market continues to grow. According to the USTA, approximately 69.6 million international visitors travelled to the U.S. in 2013. Overseas arrivals totaled 31.0 million, up 4.0 percent compared to 2012. Forecasts indicate that total international visitors to the U.S. will grow at a rate of 5.4% in 2014, 5.7% in 2015, and 4.1% in 2016.

Maryland Travel

- In 2012 Maryland hosted an estimated 35.4 million domestic visitors[1], up 2.9 percent from 2011 compared to a 1 percent increase in domestic person-trips in the United States. Eighty (80) percent, or more than 28 million, were leisure visitors, and the remaining 20 percent, or nearly 7 million, were business travelers. Overnight and day trips were roughly split similarly, with more than 17 million each in 2012. (MD 2013)

- Maryland realized more growth than any state in the region, both overall and in the leisure segment. Maryland's net travel volume has grown by 30 percent since 2007, with growth in all sectors: business, leisure, day, and overnight. This is significantly greater than the 9.2 percent growth nationwide and in other mid-Atlantic states during the same period. Maryland has increased market share 19.1 percent since 2007, outperforming national and regional trends. (MD 2013)

- The top ten tourism activities in Maryland are similar to the U.S. overall, with dining, shopping, entertainment, sightseeing, and nightlife ranked in the top five. Visiting a historic site ranked 5th in Maryland (up from 8th in 2010) and 6th nationally. (MD 2013)

- Baltimore is the top tourist destination in the state, capturing 31 percent of visits. Visitors to Baltimore were primarily from Washington, D.C. (29%), Philadelphia (13%), and Baltimore (14%). (MD 2013)

- Visitor volume in the state's central region – including Anne Arundel, Baltimore City, Baltimore County, Carroll, Harford, and Howard Counties – accounted for almost half (46.8%) of the statewide visitor volume in 2012.

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[1] D.K. Shifflet defines a visitor as either someone visiting overnight or someone who travels 50 miles or more from their home outside of their daily activity.

Table 6.1   Maryland and U.S. Total Visitor Volume Estimates (person-trips in millions)

	Maryland			United States		
	2012	2011	2010	2012	2011	2010
Total	35.37	34.37	32.17	2,182.95	2,160.30	2,021.86
Business	6.73	7.52	7.36	447.70	433.88	429.52
Leisure	28.64	26.85	24.81	1,735.26	1,726.42	1,592.34
Day Trip	17.54	17.38	16.06	1,098.34	1,097.03	1,019.65
Overnight	17.83	16.98	16.11	1,080.61	1,063.26	1,002.21

Source: D.K. Shifflet & Associates 2013.

Table 6.2   Percent Change in Person-Trip Volume – 2007 to 2012

	US	MD	DC	DE	PA	VA	WV
Total	9.2%	30.0%	11.4%	3.6%	12.3%	5.6%	10.1%
Business	(11.0%)	1.7%	4.9%	(35.8%)	(18.2%)	(17.0%)	22.0%
Leisure	16.0%	39.1%	16.0%	16.2%	20.4%	14.1%	7.8%
Overnight	8.8%	26.3%	29.0%	(20.2%)	15.0%	(3.9%)	5.9%
Day Trip	9.6%	34.0%	3.1%	39.7%	9.2%	14.4%	16.9%

Source: D.K. Shifflet & Associates 2013

Table 6.3   Top Ten Tourism Activities per Stay, 2012

Maryland		United States	
culinary/dining	30%	shopping	29%
shopping	23%	culinary/dining	29%
beach/waterfront	22%	beach/waterfront	14%
nightlife	12%	touring/sightseeing	12%
historic sites	12%	nightlife	10%
touring/sightseeing	11%	historic sites	10%
parks (national/state)	8%	parks (national/state)	10%
museum, art exhibits	8%	gambling	8%
movies	7%	museum, art exhibits	8%
holiday celebration	6%	movies	7%

Source: D.K. Shifflet & Associates 2012, based on domestic trips
to Maryland and U.S.

Baltimore County Travel

In 2012 approximately 5.2 million people visited Baltimore County including business and leisure travelers (Tourism Economics 2013). The economic recession in 2008 and 2009 resulted in a sharp decline in visitor volume, followed by recovery in the tourism industry in 2010 and 2011. Overall, since 2008 visitor volume has increased by 12.1 percent, a rate considerably lower than the 26 percent increase experienced statewide. Approximately 58% of visitors are day visitors. Business travelers compose the majority of the 32% of visitors who stay overnight in the county, although many overnight stays are leisure visitors who are visiting Baltimore.

Table 6.4   Baltimore County Visitors

	Visitors (thousands)			
Year	Overnight	Day	Total	Growth Rate
2012	2,173.8	3,000.5	5,174.3	4.3%
2011	2,054.4	2,906.7	4,961.1	7.9%
2010	1,808.4	2,788.9	4,597.3	7.2%
2009	1,608.0	2,682.1	4,290.1	-7.1%
2008	1,904.7	2,711.6	4,616.3	

Source: Tourism Economics 2013

Howard County Travel

In 2012 approximately 2.5 million people visited Howard County including business and leisure travelers. Since 2008, visitor volume has increased by almost 24.4 percent, a rate slightly lower than the 26 percent increase experienced statewide. Approximately 60% of visitors are day visitors. Business travelers compose the majority of the 40% of visitors who stay overnight in the county, although many overnight stays are leisure visitors traveling on I-95 between Baltimore and Washington, D.C.

Table 6.5   Howard County Visitors

	Visitors (thousands)			
Year	Overnight	Day	Total	Growth Rate
2012	1,004.9	1,484.9	2,489.8	4.4%
2011	953.3	1,431.0	2,384.3	5.5%
2010	884.9	1,374.7	2,259.6	6.6%
2009	806.2	1,313.6	2,119.8	5.9%
2008	786.1	1,214.9	2,001.0	

Source: Tourism Economics 2013

Patapsco Valley State Park Visitation

Approximately 730,000 people visit Patapsco Valley State Park annually (4-year average for 2010 through 2013) (MD 2013). The majority of visitors are day use visitors (96.2%); approximately 3.8% are overnight visitors who camp (3.6%) or stay in cabins (0.2%) (MD 2013).

On a statewide basis, most visitors are Marylanders (71% of day visitors and 51 percent of overnight visitors. Day visitors are likely to be repeat customers and overnight visitors are more than 2.5 times as likely to be on their first trip. In general, day visitors are not likely to have stayed overnight in a state park and typically are returning home on the day they visit a state park. Many day-use visitors (44%) know about a state park already because of a previous visit or previous knowledge. Another 32 percent of day users visit a state park because of a personal recommendation. The majority of park visits are with family; nearly half of day visitors and 63% of overnight visitors come with children. In central Maryland state parks, the median size per group for day visitors is two. Most day visitors arrive by automobile (90%); bicycling ranks as the second most popular mode of arrival (5.1%). (MD 2011)

Table 6.6   Top Ten MD State Park Activities per
Stay, 2010

Day-Use Visitors		Overnight Visitors	
hiking/walking	56.4%	hiking/walking	75.7%
general relaxation	37.2%	general relaxation	67.1%
swimming	36.5%	swimming	63.2%
sightseeing	28.3%	picnic/cookout	58.8%
picnic/cookout	27.7%	sightseeing	43.1%
photography	24.0%	photography	39.0%
sunbathing	20.7%	sunbathing	28.8%
playground	16.5%	birding/wildlife view	26.6%
birding/wildlife view	15.4%	playground	25.9%
pleasure driving	14.6%	pleasure driving	24.9%

Source: MD 2011

6.3 Economic Benefits of Tourism

In many forms of tourism, especially heritage tourism, visitor dollars tend to be captured through visitor services, such as accommodations, dining, transportation, and retail. Admission fees at attractions and sites often do not cover maintenance costs, but the auxiliary activities of visitors –shopping, eating, sleeping over, and the like – generate economic benefit for various organizations in the tourism system. At the same time, excellent heritage and cultural tourism offerings are part of a package for business and resident recruitment and retention – key aspects of quality of life and therefore valuable to the economic stability of a region.

United States – Tourism Economic Benefits

Visitor Spending

Including international visitors, total travel spending in 2012 in the United States amounted to more than $855.4 billion (USTA 2013). Americans spent $726.9 billion on domestic travel, meeting expectations for modest growth in the sector, and representing an increase of 4.4% from 2011. Forecasts indicate modest growth for domestic travel spending through 2016: 3.7% in 2013, 4.7% in 2014, 4.6% in 2015, and 4.7% in 2016.

International visitors spent a record-breaking $128.6 billion on U.S. travel and tourism related goods and services in 2012, up 10.7 percent from 2011. Forecasts indicate that total international visitor spending in the U.S. will grow at a rate of 9.4% in 2013, 7.6% in 2014, 5.7% in 2015, and 6.0% in 2016.

Maryland – Tourism Economic Benefits

Visitor Spending

Maryland tourists and travelers spent $14.9 billion on travel expenses in 2012. Local transportation, food and beverage, and lodging each represent about 20% of tourism industry sales. Retail closely follows, representing 15 percent of direct industry sales. Total spending increased 4.5 percent over 2011. Visitor spending has grown by more than four percent for three straight years – and expanded more than 17 percent since the 2009 recession. (MD 2013b)

Jobs and Payroll

Tourism is the 10th largest private sector employer in Maryland, supporting 135,741 direct full-time equivalency jobs in 2012 in leisure and hospitality, retail, transportation, and other sectors impacted by visitor spending. For these employees, tourism jobs provided $4.5 billion in wages and salaries in 2012. (MD 2013b)

Revenue Generation

In 2012 visitor spending in Maryland generated more than $2 billion in state and local taxes, including income taxes from the wages of industry employees, sales taxes for tourism goods and services, hotel occupancy taxes, and other corporate taxes. (MD 2013b)

Baltimore County – Tourism Economic Benefits

Visitor Spending

Baltimore County tourists and travelers spent $1,107.5 million on travel expenses in 2012. Local transportation represented about 29 percent of tourism industry sales. Food and beverage followed closely, representing 23 percent of industry sales. Total spending increased by more than 6 percent over 2011. Visitor spending has grown each year since the recession – showing a sharp annual rise of 10.5% in 2011 – but recovering with moderate 9.8% overall growth since 2008.

Jobs and Payroll

Tourism supported approximately 20,200 direct and indirect jobs, generating $758.7 million dollars in wages and salaries. This represented 5.6% of Baltimore County's employment and 4.2% of Baltimore County's labor income. Tourism employment and labor income represented 9.8% of Maryland's tourism employment and 9.5% of Maryland's tourism labor income.

Revenue Generation

In 2012 visitor spending in Baltimore County generated more than $178.2 million in state and local taxes, including income taxes from the wages of industry employees, sales taxes for tourism goods and services, hotel occupancy taxes, and other corporate taxes.

Howard County – Tourism Economic Benefits

Visitor Spending

Howard County tourists and travelers spent $585.5 million on travel expenses in 2012. Food and beverage represented about 25 percent of tourism industry sales. Local transportation followed closely, representing 23 percent of industry sales. Total spending increased by more than 4 percent over 2011. Visitor spending has grown each year since the recession – showing a sharp annual rise of 15.8% in 2011 – but recovering with moderate 13.9% overall growth since 2008.

Jobs and Payroll

Tourism supported approximately 10,300 direct and indirect jobs, generating $330.2 million dollars in wages and salaries. This represented 6.5% of Howard County's employment and 3.5% of Howard

County's labor income. Tourism employment and labor income represented 5.0% of Maryland's tourism employment and 4.1% of Maryland's tourism labor income.

Revenue Generation

In 2012 visitor spending in Howard County generated more than $178.2 million in state and local taxes, including income taxes from the wages of industry employees, sales taxes for tourism goods and services, hotel occupancy taxes, and other corporate taxes.

Table 6.7   Economic Impact of Tourism (2012)

	Baltimore Co	Howard Co
Total Tourism Industry Sales (millions)	$1,107.5	$548.5
Tourism Employment	20,171	10,295
Tourism Labor Income (millions)	$758.7	$330.2
Total Tourism Tax Receipts* (millions)	$178.2	$86.6

including state, local, and hotel taxes
Source: Tourism Economics 2013

Table 6.8   Tourism Industry Sales (2012)

	Baltimore Co	Howard Co
Transportation	29%	23%
Food and Beverage	23%	25%
Retail	20%	20%
Lodging	12%	17%
Recreation	15%	15%
Second Home	1%	0%

Source: Tourism Economics 2013

Maryland State Parks – Economic Benefits

Visitor Spending

In 2010, visitors to the eight state parks in central Maryland directly spent approximately $74.3 million during their trips, producing a total economic impact of approximately $86.9 million annually, including indirect and induced spending of more than $83 million. Visitors spent approximately 72% of this money within a 20-minute drive of the parks. Approximately 80% of the local impact is attributed to day visitors. Day visitors spent on average $26.94 per trip, of which 47% was for transportation, 34% for grocery store food and drinks, 18% was for restaurants, and 1% was for retail. Overnight visitors spent an average $147.20 per trip, of which 28% was for transportation, 33% for grocery store food and drinks, 28% was for restaurants, 4% was for retail, 6% was for camp supplies, and less than 1% was each for attractions and other. (MD 2011)

Jobs

Visitor spending at state parks in central Maryland in 2010 supported more than 1,230 full-time jobs, of which 944 jobs were within a 20-minute drive of the parks (MD 2011).

Revenue Generation

Statewide visits to state parks in 2010 generated $39 million in state income and retail taxes and $4.8 million in county taxes, exclusive of the impacts created by state park employees and amusement taxes. For every $1 the state invested in state park funding in 2010, $1.04 was generated in state taxes (not including taxes generated by money spent in the parks) and $29.27 was generated in economic activity. (MD 2011)

6.4 Patapsco Heritage Area Tourism Markets

Primary Tourism Market

The primary market area for the Patapsco Heritage Greenway encompasses the zip code areas in Howard County and southwest Baltimore County. Since several of these districts spillover county lines, the primary market area also includes portions of Carroll, Frederick, Montgomery, and Anne Arundel Counties. The area's 2010 population was 751,918. The most densely populated communities within the primary market area are Columbia and the neighborhoods in the I-695 corridor adjoining Baltimore City.

The primary area is 54 percent White, 33 percent Black, 8 percent Asian, and only 5 percent American Indian or Other. The minority population is largely concentrated in Baltimore County and in the I-95 corridor in southeast Howard County.

Children under the age of 14 compose close to 19.7 percent of its population. School-aged children (ages 5-14) account for 13.6 percent of the population, and are largely concentrated in the eastern, more urban areas, especially in Columbia and in the I-695 corridor.

Secondary Tourism Market

The Patapsco Heritage Greenway's secondary market area is defined as counties in the Baltimore/Washington area, and along the I-95 corridor between Baltimore and New York. This area includes the central portion of Maryland, the District of Columbia, portions of Northern Virginia and Southeastern Pennsylvania, Northern Delaware, most of New Jersey, New York City, and three suburban counties in New York State. Although not a huge geographic area, the secondary market is very densely settled, with a 2010 population of over 30.9 million.

The secondary area is less racially diverse than the primary area. It is 58.2 percent White, 21.8 percent Black, 9.0 percent Asian, and 11 percent American Indian or Other. It also has a significant Hispanic population, at 17.5 percent of the total.

Nearly six million children (18.9% of total) under the age of 14 reside in the secondary market area. Approximately 36 percent of its population is aged between 25 and 49, including 11.2 million people. About 3.8 million residents are over the age of 65, presenting a large retiree market.

Tertiary Tourism Market

The tertiary market area includes the balance of Maryland, Delaware, New Jersey, and Virginia, all of West Virginia and Connecticut, Southern and Eastern Pennsylvania, Southeastern New York State, and a portion of Northeastern Ohio. Although this are encompasses several large cities such as Pittsburgh, Richmond, and Cleveland, it is largely rural in character, and thus sparsely populated. This is evident from the fact that its 2010 population of 28.2 million was less than that of the secondary area, despite the fact that its geographic size is much larger.

The tertiary market is the least ethnically diverse of the three areas, as almost 23 million people (81.6%) in the tertiary market are White. Only 11.3 percent is Black, 2.3 percent is Asian, and the remaining 4.8 percent is American Indian or Other.

Not surprisingly, children compose a smaller share of total population, as only 18.2 percent of the area's population is under 14 years old. At the other end of the age scale, the tertiary area has a large population over the age of 65, with over four million residents (15.1 percent) of the area's residents falling into this category.

6.5 Heritage Area Tourism Partners

Baltimore County Office of Tourism and Promotion (Enjoy Baltimore County)

The Baltimore County Office of Tourism and Promotion serves as a guide for attractions, lodging and things to do and see in Baltimore County. Its website (www.enjoybaltimorecounty.com) provides information on where to eat, play, and stay in Baltimore County, as well as a calendar of events and a trip planning function that enables visitors planning a trip to build an itinerary. Entities registered with the department can promote their business, attraction, event, hotel, or restaurant on the website. A free annual visitor guide provides information on local events, the arts, attractions, recreation, shopping, restaurants, and accommodations of interest to visitors, event planners, and residents. Funding is provided largely by the state of Maryland, supplemented by a small annual grant from Baltimore County.

Howard County Office of Tourism and Promotion (Visit Howard County)

The Howard County Office of Tourism and Promotion (HCTP) is a membership-based non-profit organization that serves as the official destination marketing organization for Howard County. Its mission is to increase, develop, and promote tourism in Howard County by featuring the county's unique location, sites, services, products, and people. HCTP works consistently to move Howard County forward both as a Mid-Atlantic weekend destination and a convenient "2-4-1" home base for experiencing both Washington D.C. and Baltimore. HCTP also advocates for the tourism industry through public education and working with elected officials to create a greater awareness and appreciation for the contribution that tourism makes to the community via job creation and tax receipts. HCPT staff provides public relations and sales and marketing assistance to members, designed to extend business marketing reach in regional and local markets and to assist with business in-house promotional efforts. Howard County Government largely provides operational funds for the organization; partnership dues provide supplemental funding.

HCPT provides information to residents, the traveling public, tour operators, and event planners on places to go and things to do in Howard County. The award-winning Visit Howard County website (www.visithoward county.com) offers on-line information on lodging, dining, shopping, sight-seeing, attractions, events, and travel packages; the website receives approximately 10,000 unique visits monthly. The Howard County Welcome Center on Main Street in Ellicott City has welcomed 30,000 visitors annually since opening in late 2011. The "On-the-Go Welcome Center Tent" provides on-site visitor information at signature county events. The I-95 Maryland Welcome Center offers limited complimentary window display space to HCPT partners. Each year approximately 100,000 copies of the free *Official Howard County Welcome Guide* are available in hotel rooms, business parks, Howard County libraries, and the Merriweather Post Pavilion.

HCPT Opportunities for HCPT members include cooperative media buying and regional partnerships, industry trade shows, presentations from industry experts, displays in visitor centers, special seasonal

marketing campaigns, group sales promotions, and networking opportunities at an annual tourism meeting, bi-monthly group sales breakfast clubs, and quarterly partner mixers.

Visit Baltimore

Visit Baltimore (formerly the Baltimore Area Convention and Visitors Association) is a membership-based non-profit organization that serves as the official destination development and marketing organization for the greater Baltimore region. Its mission is to generate economic benefits for Baltimore City by attracting convention, group, and leisure visitors and to work to provide a positive experience for all guests. Its vision is for all stakeholders to support the local tourism industry because they understand how the economic benefits generated – jobs and taxes – improve their quality of life. Stakeholders include government, citizens, and member organizations. Member organizations are lodging, dining, arts, attractions, shopping, transportation, associations, and government agencies.

Visit Baltimore provides information to the traveling public and event planners on agencies, associations, accommodations, attractions, events, nightlife, recreation, restaurants, retail, sporting activities, and transportation to business, leisure, group, and convention travelers. Through the Visit Baltimore website (www.Baltimore.org) more than one million people a year view virtual tours and request assistance and printed information such as visitor guides, facilities guides, maps, and/or group tour planning guides. Visit Baltimore's visitor center at the Inner Harbor attracts more than 400,000 travelers each year, where visitors pick up brochures, learn about promotions and events and sites to see, and purchase tickets to attractions. The *Official Guide*, published twice a year by Visit Baltimore, is a magazine-style guide for leisure travelers and convention attendees. The *Visit Baltimore Meeting and Event Planning Guide* is distributed to 5,000 meeting professionals, group tour operators and reunion planners; it features information needed to plan a convention, meeting, tradeshow, or event in the city and identifies available resources from Visit Baltimore's members.

Baltimore Tourism Association

The Baltimore Tourism Association (BTA) is a voluntary, non-profit coalition of tourism industry professionals from businesses located in the Baltimore metropolitan area and surrounding regions focused on promoting group travel. BTA helps its members increase their group business through education, outreach, and targeted regional promotions, as well as by fostering productive relationships between its members through networking opportunities. Members include a cross section of tourism professionals including attractions, restaurants, accommodations, theater, entertainment, destination management, tours, cruises, and transportation.

Maryland Tourism Council

The Maryland Tourism Council (MTC) is the only statewide membership organization representing all segments of the hospitality and tourism industry. Its mission is to connect, educate, and represent Maryland's tourism industry to create the most productive statewide tourism climate possible. MTC

represents and unites varied segments of tour and travel, bringing together the entire industry to enhance business growth and to promote the development of Maryland tourism. Members from all segments of the industry work together to promote business, participate in professional development activities, and enhance the economic impact of tourism for the benefit of all Maryland residents. MTC emphasizes government affairs, business growth, professional development, and alliances with other tourism organizations, the business community, and state and local governments.

Maryland Office of Tourism Development

A division of the Maryland Department of Business and Economic Development, the Maryland Office of Tourism Development (MOTD) promotes Maryland's attractions for the entire state. MOTD's mission is to increase tourism expenditures to the state by: promoting Maryland's attractions, accommodations and visitor services; providing resident and out-of-state visitors with information and services to ensure a positive trip experience; and positioning Maryland as a competitive tourism destination worldwide, in order to deliver revenue benefits for the state and its citizens.

Destination DC

Destination DC serves as the lead organization to successfully manage and market Washington, DC as a premier global convention, tourism and special events destination, with a special emphasis on the arts, cultural and historical communities. Destination DC is a private, non-profit corporation with a membership of 850 businesses and organizations that support the DC travel and tourism sector. By developing and executing centralized and cohesive sales and marketing strategies, Destination DC generates economic development for the city through tourism and meetings. A contracting arm of Events DC, the organization is funded by a percentage of DC's hotel occupancy tax, along with membership dues and co-operative marketing fees.

Capital Region USA

Capital Region USA (CRUSA) is the official regional destination marketing organization promoting Washington, DC, Virginia and Maryland internationally, in partnership with Destination DC, the Virginia Tourism Corporation, the Maryland Office of Tourism Development and the Metropolitan Washington Airports Authority. CRUISA's mission is to achieve more overseas travelers staying longer and spending more money through the leveraging of public and private investments to promote a regional travel experience that supports customer buying habits. Its target markets are the United Kingdom, Germany, Brazil, France, and China.

Brand USA

Brand USA plays a unique role as the nation's first cooperative destination marketing organization. Its mission is to encourage increased international visitation to the United States and to grow America's share of the global travel market. Brand USA focuses on delivering programs and platforms that

increase awareness and enhance the image of the United States among worldwide travelers in order to influence intent to travel to the United States and, most importantly, to increase visitation and spending.

7 Community Planning Context

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7. Community Planning Context

7.1 Land Use Recommendations of Local Plans

Baltimore County

Master Plan 2020 (Baltimore County 2010) is the guiding document that directs where and how future development in Baltimore County will occur through 2020. The plan builds on the successful concepts and strategies of previous plans and introduces a new framework of sustainability focused on fostering a healthy environment, vibrant communities, and economic vitality. Following is a summary of the planning framework elements specifically related to growth and economic development within the Patapsco Heritage Area. Other planning framework elements that are particularly relevant to the heritage area are addressed in sections 7.2 through 7.5 below.

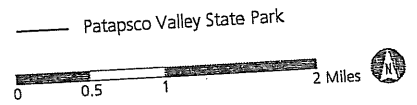### Proposed Land Use – Patapsco Heritage Area

The Patapsco Heritage Area is located largely within Baltimore County's Urban Area (figure 7.1). The Urban Area encompasses land within the county's Urban Rural Demarcation Line (URDL). The Urban Area coincides with the Priority Funding Area (PFA) where Baltimore County proposes to concentrate use of state funds to support growth. Land within the heritage area that is outside the URDL is within Baltimore County's Rural Area and is within Patapsco Valley State Park or is undeveloped land that adjoins or is surrounded by Patapsco Valley State Park.

Baltimore County's Proposed Land Use Map provides general recommendations for land use within the heritage area based on the policies in *Master Plan 2020*. The map is conceptual and general, and is intended to reflect land use patterns and support the land use objectives of *Master Plan 2020*, rather than identify land use of individual properties or parcels. Five land use categories – ranging from the most natural to the most urban – occur within the Patapsco Heritage Area (figure 7.1):

- **T-2 (Rural Zone)** consists of sparsely settled lands in an open or cultivated state. These include woodlands, agricultural lands, and grasslands. Typical buildings may include farmhouses and agricultural buildings.
- **T-2 R (Rural Residential Zone)** consists of large lot single-family detached housing. Plantings are informal. All setbacks are generally 50+ feet. Lots are deep to accommodate a larger backyard. Density varies between 2 to 5 acres per dwelling.
- **T-3 (Sub-Urban Zone)** includes low-density residential areas, adjacent to higher zones that contain mixed use. Home occupations and outbuildings may be allowed. Landscaping is naturalistic and setbacks are relatively deep. Blocks may be large and the roads irregular to accommodate natural conditions.
- **T-4 (General Urban Zone)** is characterized by mixed-use, but is primarily residential urban fabric. It may have a wide range of building types including single-family detached and attached

Patapsco Heritage Area Management Plan

Figure 7.1
County Comprehensive Plans -
Future Land Use Recommendations

Howard County Designated Place Types
- Growth and Revitalization
- Established Community
- Planning Area Boundary

Source: *PlanHoward 2030*

Baltimore County Future Land Uses
- T2 Natural
- T2R Rural Residential
- T3 Sub-Urban
- T4 General Urban
- T5 Urban Center
- Urban Rural Demarcation Line (URDL)
- Rural Area
- Priority Funding Area
  (including land east of the URDL)

Source: *Baltimore County Master Plan 2020*

- Patapsco Valley State Park

0   0.5   1   2 Miles

DRAFT June 4, 2014

PATAPSCO VALLEY
STATE PARK

BALTIMORE
COUNTY

DOGWOOD RD

HOWARD
COUNTY

Ellicott City
Planning Area

ROGERS AVE

FREDERICK RD

ELLICOTT
CITY

29

COLLEGE AVE

N ROLLING RD

CATONSVILLE

144

166

S ROLLING RD

HILTON AVE

BALTIMORE
CITY

372

372

ARBUTUS

1

695

PATAPSCO VALLEY
STATE PARK

RELAY

1

ST DENIS

895

ILCHESTER RD
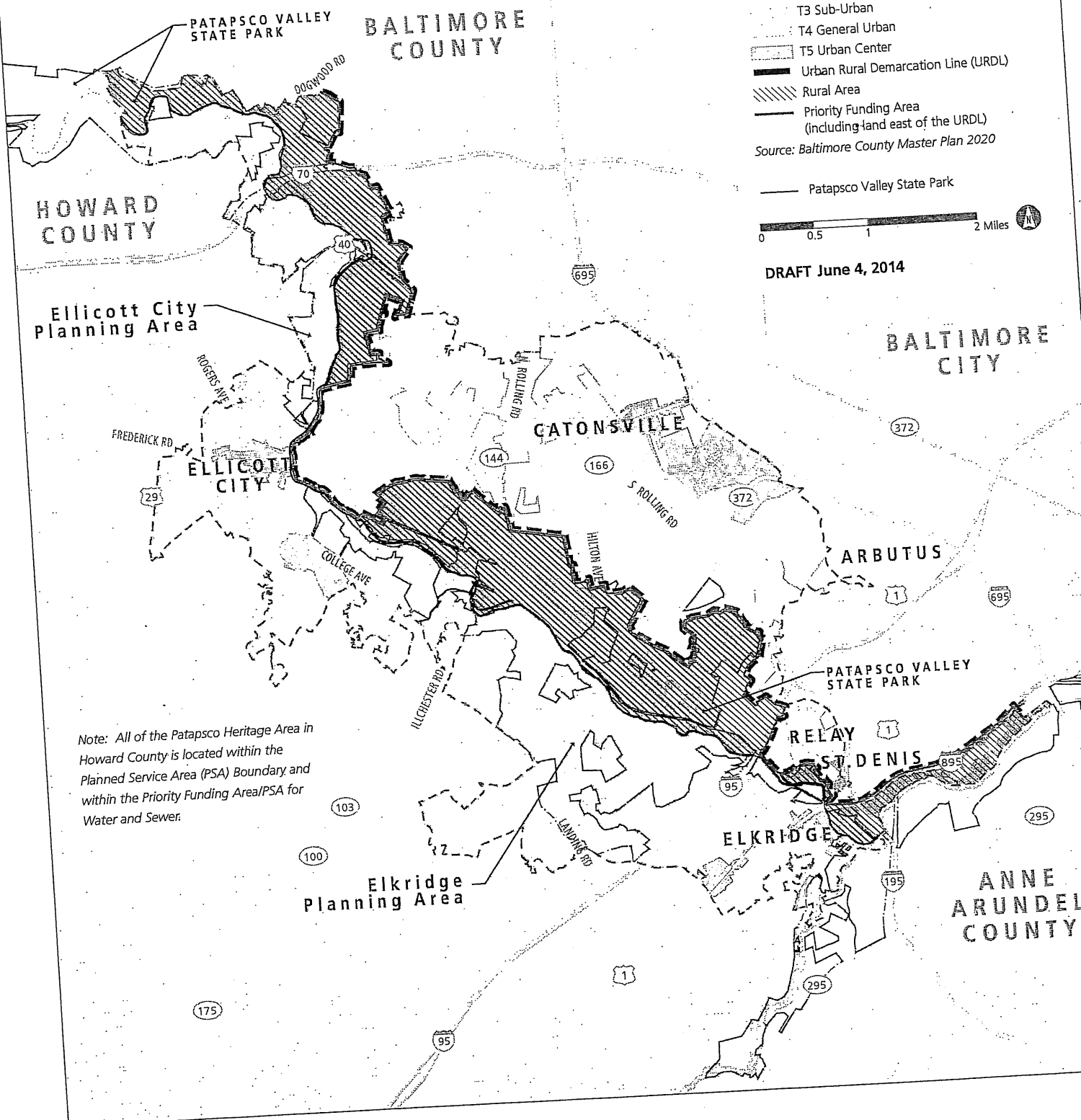
Note: All of the Patapsco Heritage Area in
Howard County is located within the
Planned Service Area (PSA) Boundary and
within the Priority Funding Area/PSA for
Water and Sewer.

103

100

95

ELKRIDGE

Elkridge
Planning Area

LANDING RD

195

ANNE
ARUNDEL
COUNTY

295

175

1

295

95

Patapsco Heritage Area Management Plan

Figure 7.2
Zoning

Residential
Business
Office
Industrial/Manufactoring
Resource Conservation
Agriculture

——— Patapsco Valley State Park

Source:
Baltimore County Department of Planning, 2013

Howard County Department of Planning and Zoning, 2013

0   0.5   1   2 Miles

DRAFT June 4, 2014

PATAPSCO VALLEY
STATE PARK

BALTIMORE
COUNTY

DOGWOOD RD

HOWARD
COUNTY

BALTIMORE
CITY

ROGERS AVE

FREDERICK RD

ELLICOTT
CITY

CATONSVILLE

ARBUTUS

N ROLLING RD

S ROLLING RD

HILTON AVE

COLLEGE AVE

ILLCHESTER RD

PATAPSCO VALLEY
STATE PARK

RELAY

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LANDING RD

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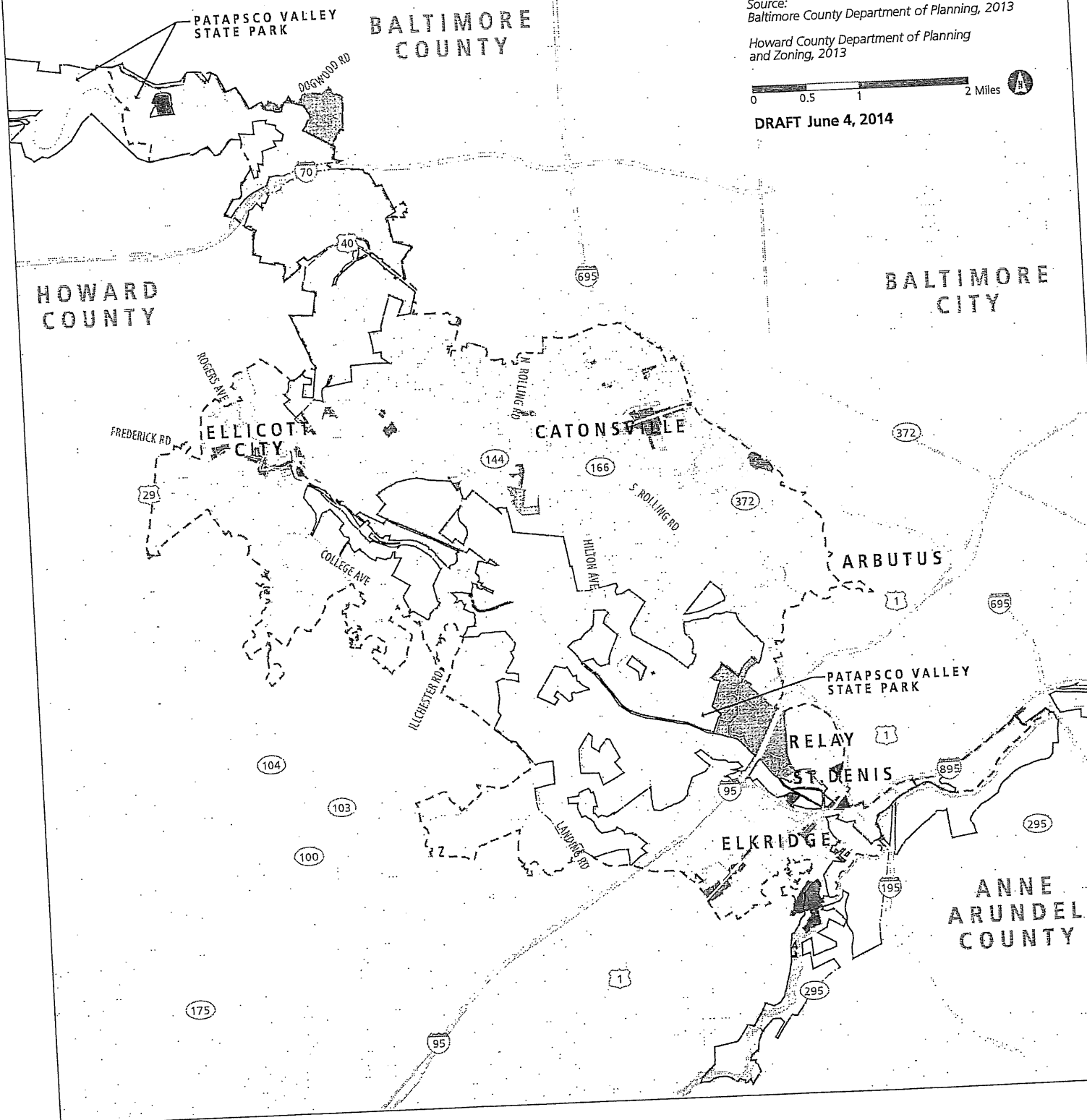
houses, and townhouses. Setbacks and landscaping are variable. Streets with curbs and sidewalks define medium-sized blocks.

- **T-5 (Urban Center Zone)** includes higher density mixed-use buildings that accommodate retail, offices, townhouses, and apartments. It has a tight network of streets, with wide sidewalks, steady street tree planting and buildings set close to the sidewalks.

Land Management Areas – Patapsco Heritage Area

Master Plan 2020 designates "Land Management Areas" that organize Baltimore County into general policy areas. The purpose of these areas is to express the *general intention* of the county regarding development and provision of services. More specific details pertaining to these areas can be found in their respective sections of the plan. Additionally, many of these areas have specific community level plans adopted as part of *Master Plan 2020*.

Resource Preservation Areas – Resource preservation areas are designed to protect environmental, historic, and cultural resources, while allowing only limited residential, commercial, or institutional development. Within the Patapsco Heritage Area, the Patapsco River corridor (T2 Natural area on figure 7.1) is a designated resource preservation area. While most of this area is within Patapsco Valley State Park, there are a number of undeveloped parcels adjoining the park or surrounded by the park. *Master Plan 2020* recommends the following actions related to resource preservation areas:

- Recommend that the County Council when evaluating rezoning requests carefully evaluate any proposed zoning changes that would permit additional residential density or increased commercial development in the R.C.6, 7, and 8 zones.
- Complete detailed studies to determine the existing and potential residential densities in resource preservation areas.
- Consider limiting residential densities to one dwelling unit per 25-50 acres. Consider limiting density calculation to net density for resource zones.
- Delineate and coordinate the public use of resource preservation areas for recreational benefits.
- Protect and foster forests and stream systems through conservation easements that prevent the continued fragmentation of these critical resources.
- Continue to support state and county programs that encourage sustainable forest management and initiatives to retain forestlands for multiple ecological and economic benefits.

Community Enhancement Areas – Baltimore County has designated numerous community enhancement areas (CEAs) throughout the county. CEAs are areas considered suitable for sustainable redevelopments that are compact, mixed-use, and walkable. Within the Patapsco Heritage Area the T5 Urban Center in Catonsville is a designated CEA. *Master Plan 2020* recommends the following actions to encourage development and redevelopment of under-utilized properties within CEAs:

- With assistance from all stakeholders, including citizens, developers, property owners, and government officials, identify appropriate sites within the URDL boundary, for potential redevelopment as CEAs.

- Examine the selected areas for adequate infrastructure, existing and proposed open/civic spaces, public transportation options, environmental constraints and any other challenges.
- Prioritize sites for greatest potential for success, with possible Transit Oriented Development (TOD) projects having the highest priority.
- Investigate all possible incentives that would encourage/facilitate redevelopment of under-utilized commercial properties.
- Develop specialized overlay zones that represent community consensus. Involve all stakeholders in the planning process with tools such as an Urban Design Assistance Team (UDAT) or a public planning charrette process.
- Encourage quality, sustainable design, with great emphasis on walkability, connectivity, and improvement of the quality of stormwater runoff.
- Review all subsequent plans and building permits for compliance with the approved development proposal.
- Examine the development plan and permit review procedures for methods to expedite the approval process.
- Create a new mixed-use zone intended to accommodate residential, employment, office and retail uses in the same development and/or structure, and apply the new zone to areas designated as CEAs.
- Develop standards to assure the provision of appropriate and adequate open spaces that meet the needs of new residents.
- Work with private lenders and investors to make sufficient financing available for redevelopment projects. Funding for the development entity's activities could consist of public and private funds, including loan deposit funds made available by local and regional lenders.
- Consider offering Tax Increment Financing (TIFs), Payment in Lieu of Taxes (PILOTs), and other tax incentives to reduce the private sector costs of redevelopment that promotes a public purpose.

Community Conservation Areas. Community conservation areas (CCAs) encompass Baltimore County's more densely populated, established communities. Within the heritage area, all land in Baltimore County – exclusive of the Catonsville CEA (T5 Urban Center) and the Resource Preservation Area (T2 Natural area) – is designated a CCA. Preserving CCAs is a fundamental component of the county's critical effort to effectively maintain, strengthen, and manage its built environment. In the future, the county's community conservation strategy will include actions in the areas of sustainable housing, homeownership, workforce housing, and green housing.

Sustainable Communities – Patapsco Heritage Area (Baltimore County)

Much of the heritage area in Baltimore County is located within the Catonsville Sustainable Community. Sustainable communities are designated by the state of Maryland and are place-based community revitalization designations offering a comprehensive package of resources. To participate, municipal and county governments are asked to identify local areas in need of revitalization and create a comprehensive revitalization strategy or "action plan" guiding investment in accordance with the

principles of sustainability. The Catonsville Sustainable Community was amongst the first designated sustainable community in Maryland.

The Sustainable Community Action Plan aims to increase economic, transportation and housing choices, and improve environmental quality and health outcomes, among other locally identified goals. Sustainable community designation encourages interagency and cross-governmental collaboration, aligning state and local resources to address the needs of Maryland communities. The Sustainable Communities Program builds on current federal and state initiatives.

The U.S. Department of Housing and Urban Development, in conjunction with the Department of Transportation and the Environmental Protection Agency, has committed to an unprecedented level of coordination to advance six livability principles, including supporting existing communities. Governor O'Malley's "Smart, Green and Growing" initiative also prioritizes concentrating growth in existing communities, as one means of promoting more sustainable development in Maryland. Sustainable Communities supports more economically viable, environmentally responsible, and equitable places to live.

Howard County

PlanHoward 2030 (Howard County 2013c) is Howard County's current adopted general plan that provides the framework for decision making related to development, land preservation, changing demographic and employment trends, neighborhood sustainability, capital projects, county services, and other key issues. The plan is organized into three major parts to address the three key aspects of sustainability – environment, economy, and community quality of life. Following is a summary of the planning framework elements specifically related to managing growth and fostering economic development within the Patapsco Heritage Area. Other planning framework elements that are particularly relevant to the heritage area are addressed in sections 7.2 through 7.5 below.

Designated Places – Patapsco Heritage Area

The Patapsco Heritage Area is located within Howard County's Priority Funding Area (PFA) (figure 7.1). The PFA encompasses the easternmost 40 percent of the county where Howard County proposes to concentrate use of state funds to support growth. Land within the PFA is assigned to one of two focused target areas for future growth: Targeted Growth and Revitalization Areas or Established Communities. The entire PFA is within the county's Planned Service Area (PSA) for both public water and sewerage.

Targeted Growth and Revitalization Areas. Targeted Growth and Revitalization Areas are areas where current policies, zoning, and other regulations, as well as policies suggested in *PlanHoward 2030* seek to focus most future county growth. Within the Patapsco Heritage Area, there are three areas that are designated as Targeted Growth and Revitalization Areas:

- Ellicott City
- College Avenue/Taylor Manor area (east of Ellicott City)
- Elkridge (three areas near one another in the Elkridge area)

Plan Howard 2030 (Howard County 2013c) notes the following about Targeted Growth and Revitalization Areas:

- Based on land availability and current zoning, the county projects that by 2030 one-third of all new homes in Howard County will be single-family detached and two-thirds will be townhouses or apartments. These are typically more affordable housing products and will help accommodate diverse housing needs. All of these product types will be located in the PFA and most within the Targeted Growth and Revitalization areas.
- Targeted Growth and Revitalization Areas offer opportunities to create more compact, complete communities at densities that can support a mix of uses and transportation options. Higher density, mixed-use development is critical to accommodating future growth that minimizes impacts on the environment, existing communities, and the Rural West. New, complete communities should be designed to ensure that they:

  - exhibit housing, jobs, and service diversity
  - have streets and buildings that are well integrated and of a human-scale design
  - are walkable, bikeable, and have access to good transit service
  - support shared parking
  - contain vibrant public spaces and activity-filled destinations as well as access to green space and natural areas
  - minimize adverse impacts and restore degraded environment features
  - meet green building standards including use of renewable energy
  - are compatible with neighboring uses

- Within the Targeted Growth and Revitalization Areas there should be opportunities for more detailed planning for the development of transit-supportive densities and land uses, as well as pedestrian and bicycle connectivity.
- Targeted Growth and Revitalization Areas are more likely to need expanded public facilities and developers of new projects are expected to either construct or contribute to facility capacity
- Targeted Growth and Revitalization Areas are places where existing community patterns are expected to experience more change.

Established Communities. Established communities are areas that consist of already established residential and commercial areas in the eastern portion of the county where limited growth is expected, primary through residential infill development. Within the Patapsco Heritage Area, all of the land within Howard County outside of the Targeted Growth and Revitalization Areas is designated in *PlanHoward 2030* (Howard County 2012c) as Established Communities.

Plan Howard 2030 (Howard County 2013c) notes the following about Established Communities:

- Established Communities predominately consist of existing single-family neighborhoods or business areas to be respected with limited infill and enhancement.
- Established Communities where enhancements will primarily focus on maintaining infrastructure and creating more complete communities.
- While these areas are collectively much larger than the collective targeted growth and revitalization areas, Established Communities have much less growth capacity.
- Within Existing Communities, facility maintenance and renovation would be the focus. The addition of sidewalks, stormwater management, or new open space could be beneficial in areas where these were not required under previous regulations. Since the county's Rural West area will experience only limited growth, maintenance of existing facilities is a priority. Budget constraints will require a balanced approach to making funding decisions that support both growth and the enhancement of existing communities while continuing to maintain and renovate older, existing infrastructure and facilities.

Route 1 Corridor Redevelopment Area

The southern portion of the heritage area encompasses a 1.5-mile section of the Route 1 Corridor in Elkridge, the oldest section of the Route 1 Corridor in Howard County. The Route 1 Corridor, most of which is south of the heritage area, is home to 30 percent of Howard County's jobs, making it a vital economic asset. The corridor holds competitive advantages for attracting investment in office development which, when it happens, will increase jobs and generate additional opportunities for commercial and residential development. Some of this redevelopment is anticipated within the Route 1 corridor that is within the Patapsco Heritage Area. The *Route 1 Corridor Revitalization Study Phase 2 Report* (Howard County 2002) identifies specific Community Activity Centers in Elkridge within the heritage area where redevelopment should be facilitated.

To maximize opportunities for redevelopment and achieve the desired vision for the Route 1 Corridor, *PlanHoward 2030* (Howard County 2013c) recommends employing strategies to offset the inherent drawbacks associated with redevelopment. These strategies should be aimed at facilitating new development and redevelopment projects that catalyze economic growth, protect existing employment areas, and enhance existing communities:

- **Economic Growth.** Focus incentives on opportunity sites within the Route 1 Corridor and on key industry market sectors with strong growth potential in Howard County.
- **Beneficial Projects.** Adopt a tiered incentive program that provides benefits commensurate with the proposed project's potential benefit to the county.
- **Nodes.** Develop plans for key opportunity areas that allow for significant future intensification, while maximizing current and intermediate development potential and protecting industrially zoned land.
- **Land Assembly.** Encourage land assembly to prevent piecemeal redevelopment and facilitate projects that are integral to the county's long-term development strategy.

- **Partnering.** Evaluate specific scenarios where the county might benefit from engaging in public/private development partnerships, including opportunities for nonprofits.
- **Transportation.** Promote, plan, and protect bicycle, pedestrian, and transit access in the Route 1 Corridor.

7.2 Resource Conservation – Historic Preservation

Baltimore County Historic Preservation Program

Ongoing Historic Preservation Program Elements

Baltimore County Historic Properties Inventory. Baltimore County maintains an Inventory of Historic Properties with more than 3,000 properties located throughout the county. Listing imposes no restrictions on what property owners may do with a property. Approximately 5 percent of the listed properties are within the Patapsco Heritage Area (see section 5.1).

Baltimore County Landmarks Preservation Commission. The Baltimore County Landmarks Preservation Commission (LPC) approves the inclusion of historic properties along with their historic environmental setting (HES) (see below) on the Preliminary Landmarks List and the formation of county historic districts. The LPC also approves exterior alterations affecting any structures on the Preliminary or Final Baltimore County Landmarks List and all developments including exterior alterations, within county historic districts.

Baltimore County Landmarks List. The Landmarks List was created to preserve structures that have historical, architectural, archeological, or cultural merit deemed significant to Baltimore County's heritage. Landmark structures include a Historic Environmental Setting (HES) where they have an associated property or lot or portion thereof which is historically, architecturally, archeologically, or culturally connected to its historic significance. Properties are first placed on the *Baltimore County Preliminary Landmarks List* by vote of the Baltimore County Landmarks Preservation Commission. If approved by the Baltimore County Council, the properties along with their historic environmental setting (HES) are then included on the *Baltimore County Final Landmarks List* (Baltimore County 2013a). Baltimore County has identified 25 landmarks within the Patapsco Heritage Area (see section 5.1).

Designation as a county landmark means that any exterior modification or addition, as well as any excavation, building, or demolition permit, is subject to approval by the LPC. Treatment guidance includes the county's *Historic Design Guidelines, Basic Principles of Historic Preservation* (Baltimore County 1991) and the *Secretary of the Interior's Standards for the Treatment of Historic Properties* (US DOI 1998).

Baltimore County Historic Districts. Baltimore County has designated 17 county historic districts, of which four are within the Patapsco Heritage Area (see section 5.1). Within a designated county historic, county law specifies that any excavation, construction, alteration, reconstruction, moving, demolition,

removal or erection of any building, fence, wall or other new structure of any kind, requires a historic permit from the county. In addition, the LPC's authority within a county historic district includes the site surrounding and adjoining individual structures, which may be important in maintaining the sense of historic character. New developments within a historic district are also subject to LPC approval, which ensures compatible infill development.

Baltimore County Historic Tax Credits. Baltimore County offers one type of property tax credit for rehabilitation expenditures on historic resources that is available for residential or commercial properties

- For residential properties, a historic tax credit for qualified expenses provides a tax credit equal to 20 percent of the cost of eligible work. This type of tax credit may be applied to projects costing $1,000 or more.
- For commercial properties, a historic tax credit for qualified expenses amounts to the difference between the assessed value before the rehabilitation work began and the increase in assessment attributable to the rehabilitation work. In order to generate a reassessment, the work has to be significant – generally in excess of $50,000. The credit may not however, exceed the actual amount of the tax levied on the property in any tax year.

Eligible properties include:

- Properties that are on the *Designated Final Landmarks List* (Baltimore County 2013a)
- Properties that are individually listed on the National Register of Historic Places
- Properties that are "contributing" properties (as defined by Baltimore County) located within a National Historic District or within one of the 17 Baltimore County historic districts.

Baltimore County Master Plan 2020 Historic Preservation Policies and Implementing Actions

Master Plan 2020 (Baltimore County 2010) recognizes the achievements made in preserving Baltimore County's historic resources and outlines other measures that could be undertaken to strengthen historic preservation in Baltimore County. Implementing actions include:

- Promote historic preservation through improved education.
  - Provide information about preservation issues so the public can make informed decisions about historic resources.
  - Develop programs to educate the public about the economic, environmental, and cultural benefits of historic preservation.
  - Make pertinent information available on the Baltimore County web site along with links to additional sources and studies.

- Preserve historic structures and their settings.
- Continue to utilize nomination to the landmarks list as a means to safeguard historic buildings.
    - Encourage and facilitate use of the County's historic property rehabilitation tax credit program.

- Preserve and protect cultural resources.
    - Incorporate a list of cultural resources in community plans and explore the best methods to preserve them.
    - Continue to work cooperatively with the Department of Public Works, the Office of Community Conservation and the communities to support improvements to preserve and enhance Historic African-American Communities.

- Increase awareness about the importance of archeological resources.
    - Educate the public and other agencies about the importance of archeological resources.

- Coordinate historic preservation with the County's rural strategy.
    - Encourage owners of rural historic resources to place their property on the Landmarks List – particularly properties that are important to the agricultural history of Baltimore County and which are located along scenic routes.
    - Continue to protect designated "view sheds" of historic resources , either by limiting new development within view of the historic resource, or by buffering new development from the view of such resources.

Howard County Historic Preservation Program

Ongoing Historic Preservation Program Elements

Howard County Historic Sites Inventory. Howard County maintains a Historic Sites Inventory of 945 architecturally and historically significant properties located throughout the county. Properties listed on the inventory are eligible for historic tax credits. Any property listed on the inventory that proposes a subdivision or site development plan must present the plan to the Historic Preservation Commission for advisory comments. Approximately one-third of the listed properties are within the Patapsco Heritage Area (see section 5.1).

Howard County Historic Preservation Commission. Since 1973, the Howard County Historic District Preservation Commission (HPC) has played an important role in historic preservation in the county. The HPC's primary responsibility is in preserving the historic character of the Ellicott City and Lawyer's Hill local historic districts. The HPC also has a countywide role in promoting historic preservation, approving tax incentives for improvements to eligible, privately owned historic buildings, and advising county agencies on the treatment of county-owned historic properties.

Ellicott City and Lawyer's Hill Historic Districts. The two locally designated historic districts subject to the HPC's authority are Ellicott City and Lawyer's Hill, both of which are within the Patapsco Heritage Area. The HPC must review all proposals for construction, demolition, or exterior alterations of properties in the historic districts. Published design guidelines (Howard County 1998 and 1995) describe the architectural and landscape elements that reflect each district's history, and suggest guidelines for rehabilitation and new construction that will best preserve its historic character. The guidelines provide a framework for the HPC's review of applications and help property owners plan their projects and prepare applications for the commission. Exterior changes to non-historic buildings are subject to the same review requirements as other historic buildings, although improvements to non-historic buildings must only be compatible with the district's general historic character and need not look "historic."

Ellicott City Façade Improvement Program. The Ellicott City Façade Improvement Program (FIP) is a program administered by the Howard County Department of Planning and Zoning to aid property and business owners in the repair and restoration of commercial buildings within the Ellicott City Historic District. All FIP applications must first be reviewed and approved by the HPC. Planning and Zoning staff administering the FIP review applications concurrently with the HPC for a certificate of approval. The program provides up to $10,000 in matching funds for façade repair and restoration. Building and business owners can apply for up to 50% of the cost of their project. Funds are available on a "first-come first-served" basis.

Howard County Local Property Tax Incentives. Howard County offers two types of local property tax incentives for work that restores or preserves an eligible historic property:

- A historic tax credit for qualified expenses provides a tax credit equal to 25 percent of the cost of eligible work. This type of tax credit may be applied to projects costing $500 or more.
- A historic tax credit for increase in assessed value abates the increase in property tax that would result from increased assessed value due to the restoration work done, as determined by the Maryland State Departments of Assessments and Taxation. This tax credit may be applied to project costing $5,000 or more, and are granted annually for ten years after the work is completed.

Tax incentives may be applied to eligible historic sites throughout the county as well as to properties in local historic districts. The HPC must review an application submitted by the property owner before any work is performed and make certain findings. Eligible properties include:

- A structure that is listed on or determined eligible for the Howard County Historic Sites Inventory and is designated by the HPC as historically significant.
- An existing principal structure located within a historic district which the HPC determines to be of historic or architectural significance, or to be architecturally compatible with the historic structures in the district.
- A cemetery, at least 50 years old, not operated as a business, and which is listed on the Howard County Cemetery Inventory.

Howard County Cemetery Inventory and Howard County Cemetery Preservation Advisory Board.
Howard County maintains an inventory of more than 200 burial ground sites throughout the county.
The Cemetery Preservation Advisory Board is responsible for oversight of the inventory, and for
preservation of historic burial grounds through various means, including education, projects, and
initiatives, as well as creation of laws, regulations and procedures that would be considered by the
Howard County Council and the County Executive for implementation.

PlanHoward 2030 – Historic Preservation Policies and Implementing Actions

PlanHoward 2030 (Howard County 2013c) recognizes the achievements made in preserving Howard
County's historic resources and outlines other measures that could be undertaken to strengthen historic
preservation in Howard County. Implementing actions include:

- **Historic Tax Credits.** Promote greater use of County historic tax credits for properties in local
  historic districts or listed on the Historic Sites Inventory.
- **Programs and Laws.** Strengthen historic preservation programs and laws both to prevent
  demolition and incentivize restoration and adaptive reuse.
- **Historic Sites Inventory.** Continue to update the Historic Sites Inventory.
- **Grants.** Apply for Maryland Historical Trust grants for documentation of archeological resources,
  museum collections, and oral histories.
- **Potential New Districts.** Work with property owners regarding the merits of establishing new
  historic districts, where owners have expressed interest.
- **Main Street Program.** Explore establishing a Main Street program for Ellicott City.
- **Historic Preservation Strategic Plan.** Work with historic preservation advocates and other
  stakeholder groups and create an historic preservation plan to broaden awareness of our
  heritage and encourage renovation and reuse of historic resources.
- **Public Awareness.** Increase public awareness of historic preservation by expanding and
  promoting educational opportunities for residents to learn about the County's history and
  historic sites.
- **Cemeteries.** Undertake outreach to historic cemetery owners regarding best practices for
  maintenance, restoration, and historic tax credit.
- **Historic Ellicott City.** Promote, plan, and protect safe pedestrian access in the retail section of
  Historic Ellicott City.

~~**Historic Preservation Strategic Plan.** The Howard County DPZ is currently collaborating with Historic Preservation Advocates – a local citizen group – to develop a historic preservation plan, as recommended in *PlanHoward 2030*, for consideration by County Council and the County Executive for implementation. The plan is currently proposed for adoption by the Howard County Council as Council Resolution 11-2014.~~ **Historic Preservation Strategic Plan.** The Howard County Department of Planning and Zoning has collaborated with Historic Preservation Advocates – a local citizen's group – to develop an historic preservation plan, as recommended in PlanHoward 2030. The County Council through Resolution 27-2014 adopted the plan on April 9, 2014.

The plan's purpose is to provide guidance and direction for the current and future preservation of
Howard County's non-renewable historic and cultural resources, as well as to ensure the county's future

plans for growth will protect historic resources in a coordinated, recognized and measured manner (Howard County 2013a). The historic preservation plan advocates for the preservation of historical and cultural resources by continued identification, documentation, evaluation, and protection (Howard County 2013a). Historic preservation policies and strategies are also designed to encourage public appreciation for local history and to enhance stewardship by all owners of historic resources. Proposed actions seek to accomplish the following nine goals (Howard County 2013a):

- Preserve the cultural, historical, and archeological resources of Howard County.
- Create a new Historic Preservation Commission (HPC) to become the steward of the Howard County Historic Preservation Plan.
- Strengthen laws and regulations to ensure adequate protection of historic resources, districts, sites, roads, landscapes, and archeological resources.
- Continually evaluate and identify historical, cultural, and archeological resources.
- Develop, promote, and maintain financial resources to further historic preservation.
- Increase public education and outreach.
- Enhance protection of cemeteries.
- Support historic neighborhoods and commercial area revitalization.
- Promote heritage tourism.

7.3 Resource Conservation – Local Land Preservation, Recreation and Parks

Maryland's Program Open Space, as most recently amended, requires the 23 counties and Baltimore City, to submit Local Preservation, Parks, and Recreation Plans every five years. The local plans provide the basis for the statewide plan which will provide a framework for the state to implement an integrated and coordinated approach to the provision of recreation lands and facilities as well as the protection of natural resources and agriculture.

Baltimore County 2012 Land Preservation, Parks and Recreation Plan

Recreation Parks and Open Space

Baltimore County's priorities for addressing its most significant parkland and recreation facilities needs for 2012 through 2022 and beyond are outlined in its *Land Preservation, Recreation and Parks Plan* (Baltimore County 2012a). Within the heritage area there is one major priority for parkland and recreation facilities. The plan identifies land acquisition and facility development for a large scale indoor and outdoor recreation facilities (+35 acres) to be potentially implemented as part of redevelopment of the Spring Grove Hospital Complex in Catonsville.

Agricultural Land Preservation

Baltimore County will continue to refine and rely on the agricultural land preservation efforts that have been a key component of rural growth management in the county for over 40 years. The county has set

a goal of protecting by the year 2022 a total of 80,000 acres of agricultural and natural resource lands through conservation easements and other similar legal instruments. Implementation actions relevant to the few remaining rural and natural lands within the heritage area that are not yet in public ownership in Baltimore County (figure 7.1) include:

- Continue to seek and encourage the donation and sale of easements through the various land preservation programs.
- Conduct landowner outreach and public education to increase awareness of these conservation programs and garner interest in land protection.
- Identify and preserve parcels large enough to support normal agricultural and forestry activities.
- Fairly compensate farmers for loss of development rights.
- Work with state and local partners to monitor and steward existing conservation easements to ensure compliance with agreements to protect the County's investments in agricultural land preservation.
- Continue to seek adequate funding to acquire easements on at least 2500 acres per year.

Other agricultural land preservation actions in *Master Plan 2020* (Baltimore County 2010) do not apply to the heritage area because it does not include any Agricultural Priority Preservation Areas or Rural Legacy Areas.

Natural Resource Conservation

Greenways. Baltimore County has designated greenways that are envisioned to provide networks of open space and parklands which are utilized for preservation, recreation, or both (Baltimore County 2010 and 2012a). In the upstream portion of the heritage area, recreational greenways are designated along Brice Run, Bens Run, and Dogwood Run. In the Catonsville area, a recreational greenway is designated along Cooper Branch/Trolley Line #9 Trail, which includes a connection through Catonsville to an environmental greenway designated along Soapstone Branch. The principal mechanism for protection of designated greenways is through regulatory efforts by the Department of Recreation and Parks and the Department of Environmental Protection and Sustainability (EPS). The Department of Recreation and Parks seeks to create a broader spectrum of both recreational and environmental greenways through requirements for easements and reservations during the development plan process. EPS seeks to establish easements through its Forest Buffer and State Forest Conservation Programs that require easements on streams and Forest Conservation Program as part of receiving approval for development plans.

Other Natural Resource Conservation Initiatives. Other important initiatives upon which Baltimore County will continue to rely to help conserve natural resources are: actions to protect, restore, and manage forest resources; actions to protect plant and animal habitats; actions to protect, restore, and manage watersheds; implementation of an education and citizen participation program; and actions to restore rivers and streams.

Howard County 2012 Land Preservation, Recreation and Parks Plan

Recreation Parks and Open Space

Howard County's priorities for addressing its most significant parkland and recreation facilities needs for 2013 through 2028 are outlined in its *Land Preservation, Recreation and Parks Plan* (Howard County 2012b). Two projects are identified within the Patapsco Heritage Area. At the Patapsco Female Institute identified improvements include construction of a restroom, lighting, fencing, shelter, roads, parking, and landscaping; these improvements are estimated to occur in the short-range (2013-2017). At Rockburn Branch Park identified improvements include restoration of the farmhouse and construction of an enclosed sports facility, sports fields, playgrounds, picnic areas, parking and court games on Parcel M, lighting replacement on Phase I and installation of synthetic turf on Field #15; these improvements are estimated to be spread over the short-range (2013-2017) and the mid-range (2018-2023).

Protection of Environmentally Sensitive Lands

Howard County will continue to rely on environmental easements and county zoning and subdivision regulations to protect environmentally sensitive lands. In Howard County, 6 percent of the heritage area is currently protected through environmental easements.

Natural Resource Conservation

Greenways. Howard County has designated several recreational greenways that are envisioned to include multi-purpose trails that are accessible to the public because they are publicly owned or through easements (Howard County 2012b). One greenway is within the Patapsco Heritage Area. The Patapsco Regional Greenway is a partially established, multi-jurisdictional greenway along the Patapsco River. Patapsco Valley State Park forms the greenway spine. Within the heritage area the park includes 5,346 acres of protected land along the river in Baltimore and Howard Counties. On the Howard County side of the river the greenway is continuous, with the exception of three areas: Daniels, Ellicott City, and Elkridge. On the Baltimore County side of the river the greenway is continuous with the exception of five areas: Oella, the Frederick Road area near Ellicott City, Avalon, Relay, and below Elkridge.

Greenway Expansion Areas. A greenway expansion area is also designated along the Patapsco River within the heritage area (Howard County 2012b). This is an area that Howard County hopes to preserve in the future in cooperation with the state and Baltimore County. In addition to preserving the environmental amenities along the corridor, the purpose is to use the greenway infill lands to connect lands already preserved. For that reason, the expansion area corresponds with the existing gaps in Patapsco Valley State Park along the Patapsco River in Howard County.

Other Natural Resource Conservation Initiatives. Other important initiatives upon which Howard County will continue to rely to help conserve natural resources are subdivision regulations (such as buffer requirements and prohibition of development on steep slopes and within floodplains), watershed

planning, stormwater management requirements in new developments, and forest cover requirements of the Howard County Forest Conservation Act (Howard County 2012b).

7.4 Resource Conservation – Green Infrastructure

Baltimore County Green Infrastructure

Baltimore County's program to protect its green infrastructure includes greenway elements, a recreational acquisition element, and a greenprint element. Occurrences of the first two of these elements within the Patapsco Heritage Greenway and the mechanisms to protect them are summarized above in section 7.3. The third green infrastructure element – the greenprint element – has been identified through the state's green print mapping process (MD DNR 2000).

Several green infrastructure components are recommended for the Baltimore County portion of the Patapsco Heritage Area (see section 5.3 and figure 5.3). A total of approximately 3,613 acres within the heritage area in Baltimore County are recommended as green infrastructure, including 3,260 acres in hubs and 353 acres in corridors – encompassing 39 percent of the heritage area in Baltimore County. Of this recommended green infrastructure, approximately 2648 acres (73%) have already been protected through fee simple acquisition and are included within Patapsco Valley State Park or Baltimore County parks. The principal mechanisms identified by Baltimore County for protecting the remaining recommended green infrastructure are either fee simple acquisition, purchase of easements, or forest banks on properties that contain forest resources.

Howard County Green Infrastructure

Howard County's *Green Infrastructure Network Plan* (Howard County 2012b) is designed to define, protect, and enhance a green infrastructure network that includes and links the most ecologically significant natural areas in Howard County. The recommended green infrastructure network builds upon the framework provided through the state's green print mapping program (Maryland 2000). The expressed purpose of the county's green infrastructure plan is to enable planners to consider important natural resources when preparing other county plans, making decisions about zoning and development proposals, acquiring land for parks and public facilities, and obtaining easements (Howard County 2012b).

Several green infrastructure components are recommended for the Howard County portion of the Patapsco Heritage Area (see section 5.3 and figure 5.3). A total of approximately 3,189 acres within the heritage area in Howard County are recommended as green infrastructure, including 2,991 acres in hubs and 198 acres in corridors – encompassing 48 percent of the heritage area in Howard County. Of this recommended green infrastructure, approximately 2607 acres (82%) have already been protected through fee simple acquisition and are included within Patapsco Valley State Park or Howard County parks. An additional 85 acres (3%) have been protected by environmental easements.

The principal mechanisms identified by Howard County to protect and enhance the network include stewardship, financial incentives, regulatory protection, easement, and acquisition. The county's implementation priorities are:

- Short-Term (2 to 3 years)

  - Integrate the Green Infrastructure Network Plan into county planning efforts, including the development review process, watershed management planning, the capital improvement program, and park and open space acquisition planning.
  - Set priorities for easement and land acquisition; use existing programs to begin acquisitions.
  - Develop management plans for each hub and corridor; include confirmation of the viability and location of potential corridors.
  - Use existing and new outreach programs to encourage and aide stewardship.
  - Develop protocols to monitor changes in the network.

- Mid-Term (3 to 5 years)

  - Establish a new easement/land acquisition program.
  - Amend development regulations and design standards to increase protection of sensitive resources.
  - Institute financial incentives such as a property tax credit or cost share program for more costly best management practice on private property.
  - Update the network map on a regular basis and prepare an indicators report.

- Long-Term (5 or more years)

  - Review and update management plans on a regular basis.
  - Conduct periodic reviews of regulations and programs for any needed adjustments to ensure protection and enhancement of the network.

7.5 Resource Conservation – Scenic Resources

Baltimore County Scenic Resources

Master Plan 2020 (Baltimore County 2010) recognizes the county's efforts to protect its scenic resources, beginning in 1991 when the county adopted a set of development guidelines to protect scenic corridors and views. Scenic routes identified by the county and the State Highway Administration that are within the Patapsco Heritage Area include Historic National Road (a national scenic byway and All American Road) and various roads in the Oella, Catonsville, and Daniels areas. *Master Plan 2020* (Baltimore County 2010) outlines additional measures that could be undertaken to strengthen protection of scenic resources. Those relevant to the Patapsco Heritage Area include:

POLICY: Preserve scenic corridors and views through proper zoning and coordination with federal and state governments.

Related Actions:

- Coordinate scenic resource management practices with the national and state Scenic Byways Programs.
- Evaluate proposed improvements to state and county roads and bridges regarding their impact on scenic resources in compliance with the adopted *Rural Roads Standards*. Where public safety allows, the narrow and/or winding character of roads is part of the scenic experience and ought to be preserved.
- Assess proposed development impacts on scenic resources.
- Clarify language regarding scenic corridors and views protection and make it consistent amongst the Master Plan, Comprehensive Manual of Development Policies, Baltimore County Zoning Regulations, Baltimore County Code, and SHA Context Sensitive Solutions for work on scenic byways.
- Establish criteria for identifying significant views and geocode them on maps.
- Apply a systematic methodology for evaluation of scenic routes and preservation techniques. Update scenic resources map in accordance with the most recently adopted state scenic byways.
- For properties along scenic routes or within scenic viewsheds, variances, amendments, and special exceptions should be granted sparingly.

Howard County Scenic Resources

PlanHoward 2030 – Scenic Road Policies and Implementing Actions

PlanHoward 2030 (Howard County 2013c) recognizes the county's efforts to protect the character of its scenic roads, beginning in 1994 with adoption of the Scenic Roads Act. The Act ensures that "new development abutting a scenic road is designed to minimize impacts on scenic views from the road." In 1994, an inventory of roads was conducted for designation by the Act. While most scenic roads are in the Rural West portion of the county, many are in the Patapsco Heritage area, found in and near the historic communities of Elkridge and Ellicott City and in the College Road/Landing Road corridors that connect the two communities. *PlanHoward 2030* (Howard County 2013c) outlines additional measures that could be undertaken to strengthen protection of scenic roads including:

- **Survey Update.** Conduct a survey of the roads currently on the scenic roads inventory to evaluate whether the roads still qualify for scenic road status.
- **Regulations Update.** Determine if amendments to the County Code and/or Design Manual could further enhance protections for scenic roads.

7.6 Patapsco Valley State Park

The current 5,346 acres of the Patapsco Valley State Park located within the heritage area are governed by the land use designations of the MD DNR as set forth in the *Code of Maryland Regulations* 08.07.06.02. In accordance with these general provisions, the park area classifications, uses, and development activities are determined by the current Patapsco Valley State Park Master Plan and subsequent and more detailed plans for individual areas. The planning staffs of MD DNR's Land Acquisition and Planning Group and Integrated Policy and Review Unit are involved in all long-range planning, management, and development projects within the park. The Maryland Park Service oversees the implementation of these activities.

8 Heritage Area Management Actions

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8. Heritage Area Management Actions

8.1 Introduction

Through the management planning process, the Patapsco Heritage Greenway, Inc. (PHG) has developed a management framework that will guide its actions over the next ten years. The management actions that PHG will implement as the heritage area's management entity – in collaboration with its heritage partners – will collectively seek to accomplish PHG's mission and the vision for the Patapsco Heritage Area.

Management actions fall into five categories, corresponding to PHG's five goals:

- Stewardship Actions describe how PHG will strengthen public appreciation and stewardship of the heritage area's historic, cultural, archeological, and natural resources.
- Interpretation Actions describe how PHG will foster a unified image and understanding of the Patapsco's stories through coordinated interpretive messaging and materials by PHG and its partners.
- Heritage Tourism Actions describe how PHG will collaborate with its heritage partners to increase tourism by enhancing visibility, growing audiences, and offering a quality experience.
- Heritage Recreation Actions describe how PHG will collaborate with its heritage partners to enhance opportunities for residents and visitors to appreciate the valley's heritage while enjoying a variety of quality recreation experiences.
- Organizational Management Actions describe how PHG, as the heritage area's local management entity, will govern itself, operate sustainably, collaborate with partners, and interface with the Maryland Heritage Areas Authority.

The following management plan sections 1.2 through 1.5 present the stewardship, interpretation, heritage tourism, and heritage recreation management actions, respectively. Organizational management actions appear below in section 2.0 within the context of PHG's business plan. The business plan also presents an implementation strategy for high priority management actions to be implemented in FY 15, FY16, and FY17. Appendix C includes an implementation strategy for lower priority management actions, to be implemented in the mid-term (4 to 5 years) or long-term (6 to 10 years)

Table 8.1 Patapsco Heritage Area Management Actions – Summary

Stewardship	Interpretation	Heritage Tourism	Heritage Recreation
1.1 Public Appreciation of Heritage Resources • disseminating information • educational programs and events • advocacy	**2.1 Interpretive Planning** • comprehensive interpretive plan • annual implementation plan • Interpretation database	**3.1 Visibility and Audiences** • heritage area identity and branding • communications • using technology to build visibility and grow audiences • marketing • partnering with destination marketing organizations • tourism product investment and advocacy	**4.1 Public Parks** • telling stories and offering experiences in existing parks • telling stories and offering experiences in new parks and open spaces
1.2 Historic Preservation • resource identification • historic preservation • technical assistance to partners • financial assistance to partners	**2.2 Presentation of the Valley's Stories** • collaboration among partners to tell the stories • heritage site connections • technical assistance to partners • financial assistance to partners	**3.2 Orientation and Wayfinding** • visitor centers and other visitor facilities • orientation exhibits • signage guidelines and priorities	**4.2 Trails** • linking heritage area experiences • adequate parking to accommodate visitors
1.3 Cultural Resource Preservation • resource identification • cultural resource preservation • technical assistance to partners • financial assistance to partners	**2.3 Interpretive Messaging** • website and social media interpretation • interpretive media, exhibits, and interpretive panels	**3.3 Heritage Communities** • working with heritage communities • working with businesses • training • financial assistance to partners	
1.4 Archeological Resources Conservation and Stewardship • resource identification • archeological resource conservation • collection management • financial assistance to partners	**2.4 Programs and Events** • travel itineraries and tours • heritage events • special initiatives		
1.5 Natural Resource Protection and Conservation • resource identification • natural resource protection and conservation • technical assistance to partners • financial assistance to partners	**2.5 Education** • public education program		
	2.6 Research • support for research by local historians and historical societies		

8.2 Stewardship

Stewardship Goal

Promote and facilitate stewardship of heritage resources to support interpretation and appreciation of the history of the Patapsco Valley, protect the natural environment, enhance the quality of life for residents, ensure a high quality visitor experience, and foster environmental awareness.

Stewardship management actions within the heritage area will encourage preservation and adaptive re-use of historic buildings, conservation of natural areas important to the Patapsco's character and environment, and the continuity and authenticity of cultural arts, heritage attractions, and traditions indigenous to the Patapsco. Patapsco Heritage Greenway, Inc. (PHG), as the heritage area's management entity, will coordinate these efforts working with its heritage partners. Its collaborative efforts will focus on increasing public appreciation of the Patapsco's heritage resources and the needs and benefits of preserving those resources, promoting and facilitating preservation of the historic resources that are fundamental or otherwise important to the heritage area, promoting and facilitating protection of cultural resources important to sustaining the heritage area's regional identity, and promoting and facilitating conservation of archeological resources and natural resources.

Public Appreciation of Heritage Resources

By disseminating information, supporting educational programs and events, and advocacy, PHG will increase public appreciation of heritage resources. Information on heritage resources will be available on a new Patapsco Heritage Area (PVHA) website, in social media, and through print publications. Key stewardship issues will be identified by working with local preservation and conservation organizations, and communicated to heritage partners, residents, and visitors through educational workshops, programs, and events. PHG will support advocacy for heritage resource stewardship by participating in advocacy days, actively engaging local officials to provide insight and commentary on stewardship issues, encouraging local grantmakers to fund resource stewardship projects, and by engaging in county and state planning processes to ensure that measures to strengthen stewardship of heritage resources are included in all public plans.

Historic Preservation

Historic preservation management actions will focus on identification and documentation of historic resources, various historic preservation activities, and providing technical and financial assistance to partners. PHG will assemble a heritage area library documenting the heritage area's historic resources and their significance, and will promote efforts by its partners to assess the eligibility of resources for listing on local and state historic site inventories, as well as on the *National Register of Historic Places.* Historic preservation efforts will focus on supporting activities and initiatives of partners to preserve historic resources, collaborating with local governments and communities to encourage designation of additional landmarks and historic districts within the heritage area, promoting preservation of historic

resources through appropriate treatment, and supporting efforts by partners to protect cemeteries. Of particular interest will be collaborating with Patapsco Valley State Park (PVSP) (MD DNR) and the Friends of PVSP to identify historic resources within the park that are in need of treatment and to explore and implement options for providing treatment. PHG will also serve as a resource for partners regarding where to find guidance to address historic preservation issues and will promote successful applications for historic preservation grants.

Cultural Resource Protection

Cultural resource protection management actions will focus on identification of cultural resources, various cultural resource preservation activities, and providing technical and financial assistance to partners. PHG will assemble a heritage area library documenting the heritage area's known cultural resources and support an effort by heritage area partners to prepare a full inventory of cultural resources that are important to sustaining the heritage area's regional identity. Cultural resource preservation efforts will focus on promoting and celebrating the cultural resources that authentically convey the Patapsco's heritage and on facilitating projects that preserve and enhance cultural resources. PHG will also serve as a resource for partners regarding where to find guidance to address cultural resource preservation issues and will promote successful applications for cultural resource preservation grants.

Archeological Resource Conservation and Stewardship

Archeological resource conservation and stewardship management actions will focus on identification of archeological resources, various archeological resource conservation activities, management of archeological collections, and providing technical and financial assistance to partners. PHG will assemble a heritage area library of existing studies documenting the heritage area's archeological resources and their significance and will work with scholars to expand understanding of archeological resources. Archeological resource conservation activities will focus on promoting public appreciation of archeological resources and facilitating projects that conserve archeological resources and provide needed protection. Of particular interest will be collaborating with PVSP (MD DNR) and the Friends of PVSP to identify archeological resources within the park that are in need of treatment and or protection and to explore and implement options for providing treatment. PHG will also serve as a resource for partners regarding where to find guidance regarding conservation of archeological resources and will promote successful applications for archeological resource conservation grants.

Natural Resource Protection and Conservation

Natural resource protection and conservation management actions will focus on promoting natural resource identification, various natural resource protection and conservation activities, and providing technical and financial assistance to partners. PHG will continue to develop an inventory of the heritage area's natural resources and resource protection and conservation initiatives, seeking to stay abreast of ongoing research regarding the health and condition of the heritage area's natural resources. Natural resource protection and conservation activities and initiatives will focus on supporting partner activities

to protect and conserve natural resources, continuing PHG's natural resource conservation programs and environmental education programs focused on water quality management and forest management in the Patapsco River watershed, supporting new projects that conserve natural resources, and collaborating with Partners for Open Space to support its mission. Of particular interest will be collaborating with PVSP (MD DNR) and the Friends of PVSP to identify natural resource management issues in the park and to explore and implement options for addressing those issues. PHG will also focus on working with partners to permanently protect lands of conservation interest, particularly lands that can be added to existing parks for which public access is possible. PHG will also serve as a resource for partners regarding where to find guidance regarding natural resource and conservation initiatives and will promote successful applications for natural resource conservation grants.

Stewardship Management Objectives and Actions

Objective 1.1 Public Appreciation of Heritage Resources

Increase public appreciation of the valley's heritage resources and the needs and benefits of preserving historic, cultural, archeological, and natural resources.

1.1.1   Disseminating Information

Provide information on heritage resources on the PVHA website, in social media, and through print publications.

Action 1.1.1a	Create a PVHA digital library including plans, studies, historic research, and spatial data relevant to stewardship of heritage resources; provide links to the digital library on the PVHA website.
Action 1.1.1b	Document past, ongoing, and planned historic preservation and natural resource management programs and special projects within the heritage area; use the PVHA website to publicize programs and projects to the public; include links to heritage partner websites for additional information.
Action 1.1.1c	Make available on the PVHA website a searchable database of heritage resources that provides the site name, street address, resource type, designations, fundamental/other important resources status, relationship to the interpretive framework, ownership, use, and access to the public; maintain accompanying GIS shape files (with metadata) documenting the location of heritage resources.

1.1.2   Educational Programs and Events

Work with local preservation and conservation organizations to identify and communicate key stewardship issues to heritage partners, residents, and visitors.

Action 1.1.2a	Develop and implement a program to educate the public about the environmental, cultural, and economic benefits of historic preservation. (also see action 1.1.3)

Action 1.1.2b   Educate the public about preservation and conservation issues so that they can make informed decisions about stewardship of heritage area resources.

Host or co-host educational workshops, programs, and events related to historic and cultural preservation and natural resource conservation best practices.

Action 1.1.2c   Work with Preservation Maryland on its annual preservation and revitalization conference; promote hosting the conference at a location within the heritage area.

1.1.3   Advocacy

Enhance public awareness of the economic benefits of historic preservation and heritage tourism.

Action 1.1.3a   Provide links on the PVHA website to special studies relevant to the economic benefits of historic preservation; consider developing and printing an informational brochure for distribution at visitor centers and heritage partner sites. (also see 1.1.2a)

Support advocacy for heritage resource stewardship at the national, state, and local levels.

Action 1.1.3b   Participate in advocacy days coordinated by historic preservation organizations.

Action 1.1.3c   Participate in advocacy days coordinated by conservation and natural resource management organizations.

Action 1.1.3d   Actively engage elected officials in Baltimore County and Howard County to provide insight and commentary on stewardship issues within the heritage area.

Action 1.1.3e   Encourage local grantmakers to fund resource stewardship projects.

Action 1.1.3f   Encourage nomination of historic sites to the Endangered Maryland and the National Historic Trust's List of the Most Endangered Historic Places when appropriate.

Engage in county and state planning processes to ensure that measures to strengthen stewardship of heritage resources are included in all public plans.

Action 1.1.3g   Develop a network of contacts within Baltimore County and Howard County departments and at Patapsco Valley State Park (PVSP) (MD DNR) engaged in planning studies and management activities affecting heritage area resources; establish routine communications for purposes of staying informed on relevant activities.

Action 1.1.3h   Engage as an active stakeholder in planning efforts and special studies affecting heritage resources, when deemed appropriate.

Objective 1.2 Historic Preservation

Promote and facilitate preservation of the historic resources that are fundamental or otherwise important to the heritage area.

1.2.1 Historic Resource Identification and Documentation

Continue to identify and document the heritage area's historic resources.

Action 1.2.1a   Assemble a heritage area library of site survey forms for historic resources listed in the Howard County Historic Sites Inventory, Baltimore County Historic Sites Inventory, Maryland Inventory of Historic Properties, and National Register of Historic Places.

Action 1.2.1b   Identify additional sites that are potentially eligible for the Howard County Historic Sites Inventory and the Baltimore County Historic Sites Inventory; support or pursue completing research and documentation required to submit eligibility applications.

Action 1.2.1c   Identify additional sites that are potentially eligible for listing on the *National Register of Historic Places*; support or pursue completing research and documentation required to submit eligibility applications.

Action 1.2.1d   Periodically update the heritage area's GIS database, including shapefiles and accompanying metadata identifying historic resources within the heritage area.

Action 1.2.1e   Review historic properties within the heritage area to identify those which contribute to the significance of the heritage area.

1.2.2 Historic Preservation Activities

Support activities and initiatives of partners to preserve historic resources.

Action 1.2.2a   Identify emerging historic preservation initiatives and identify ways in which PHG could support ongoing activities and emerging initiatives; each year focus on collaboration with one identified partner.

Action 1.2.2b   Identify historic preservation issues and communicate key issues to heritage partners.

Collaborate with Baltimore County, Howard County, and local communities to encourage designation of additional local landmarks and historic districts within the heritage area.

Action 1.2.2c   Support community organizations and stakeholders endeavoring to initiate the process of local historic district designation.

Promote preservation of historic resources through maintenance and/or stabilization, rehabilitation, restoration, or adaptive reuse.

Action 1.2.d   Support strengthening local historic preservation programs, laws, and regulations to incentivize stabilization, rehabilitation, restoration, or adaptive reuse of historic structures.

Action 1.2.2e   Collaborate with Patapsco Valley State Park (PVSP) (MD DNR) and the Friends of PVSP to identify historic resources within the park that are in need of treatment; work with MD DNR and the Friends of PVSP to develop treatment plans and to explore funding options. Include high priority projects for which PHG can provide support in annual work plans or in the five-year plan. (also see action 4.1.1a)

Support efforts by heritage partners to protect cemeteries.

Action 1.2.2f   Identify historic cemeteries within the heritage area; undertake outreach to historic cemetery owners for maintenance, restoration, and tax credit incentives.

1.2.3 Technical Assistance to Partners

Serve as a resource for heritage partners and owners of historic resources, connecting them to others who can provide guidance with respect to historic preservation issues and opportunities.

Action 1.2.3a   Provide contact information on the PVHA website for technical assistance from state and local agencies and historic preservation organizations to address historic resource preservation issues and identifying preservation opportunities.

Action 1.2.3b   Encourage partners interested in undertaking historic resource preservation projects to attend training offered through the MHHA program.

1.2.4 Financial Assistance to Partners

Promote applications for historic preservation grants.

Action 1.2.4a   Communicate availability of historic preservation grant opportunities.

Action 1.2.4b   Continue to provide technical assistance and grant application instruction to grantseekers.

Objective 1.3 Cultural Resource Preservation

Promote and facilitate preservation of cultural resources that are important to sustaining the heritage area's regional identity.

1.3.1 Cultural Resource Identification

Continue to develop an inventory of the heritage area's cultural resources, defined by MHAA as encompassing cultural landscapes, historical records, social institutions, expressive cultures, religious beliefs and practices, folklife music, the arts, artifacts, and spiritual places.

Action 1.3.1a   On the PVHA website provide information on the heritage area's cultural resources.

Action 1.3.1b   Determine potential support for preparing a full inventory of cultural resources that are important to sustaining the heritage area's regional identity; explore funding options and complete the inventory when possible.

1.3.2   Cultural Resource Preservation Actions

Promote and celebrate the sites, services, and events that authentically convey the heritage of the Patapsco Valley.

Action 1.3.2a   Incorporate procedures within the PHG communications plan regarding providing information on cultural resource sites, services, and events.

Facilitate projects that preserve and enhance cultural resources.

Action 1.3.2b   Identify priority cultural resource preservation projects; work with partners/owners of identified resources to explore funding options for priority projects. Include high priority projects in annual work plans or in the five-year plan.

1.3.3   Technical Assistance to Partners

Serve as a resource for cultural resource partners, connecting them to others who can provide guidance with respect to cultural resource preservation issues and opportunities.

Action 1.3.3a   Provide contact information on the PVHA website for technical assistance from state and local agencies and other organizations to address cultural resource preservation issues and identify preservation opportunities.

Action 1.3.3b   Encourage partners interested in undertaking cultural resource preservation projects to attend training offered through the MHHA program.

1.3.4   Financial Assistance to Partners

Promote applications for cultural resource preservation grants.

Action 1.3.4a   Communicate availability of cultural resource preservation grant opportunities.

Action 1.3.4b   Continue to provide technical assistance and grant application instruction to grantseekers.

Objective 1.4 Archeological Resource Conservation and Stewardship

Promote and facilitate conservation of the heritage area's archeological resources.

1.4.1 Archeological Resource Identification

Develop an archeological resource database for the heritage area including information about historic and prehistoric archeological resources.

Action 1.4.1a   Collect archeological resource studies completed for sites within the heritage area; focus on studies completed for NEPA and Section 106 compliance as a primary source of information; maintain a digital library of archeological resource studies; develop an annotated bibliography.

Action 1.4.1b   Identify and collaborate with scholars to expand understanding of archeological resources and relevant research, with priority given to the Patapsco Valley gorge.

Action 1.4.1c   Create and periodically update a GIS database including shapefiles and accompanying metadata identifying locations within the heritage area which have been subject to archeological resource studies.

1.4.2 Archeological Resource Conservation Activities

Promote public appreciation of the heritage area's archeological resources.

Action 1.4.2a   Explore the feasibility of developing a public archeology program; seek funding for the program and implement.

Action 1.4.2b   Work with public agencies engaged in NEPA and Section 106 compliance activities to include mitigation measures for projects affecting archeological resources that promote public appreciation of local archeology.

Facilitate projects that conserve archeological resources and provide needed protection.

Action 1.4.2c   Support strengthening local archeological resource conservation programs, laws, and regulations to incentivize conservation and that require protection of archeological resources (or suitable mitigation of adverse effects) during the land development process.

Action 1.4.2d   Collaborate with Patapsco Valley State Park (PVSP) (MD DNR) and the Friends of PVSP to identify archeological resources within the park that are in need of treatment and/or protection; work with MD DNR and the Friends to explore options for site research, treatment, and interpretation, and to explore funding options. Include high priority projects for which PHG can provide support in annual work plans or in the five-year plan. (also see action 4.1.1a)

1.4.3 Management of Archeological Collections

Collaborate with heritage partners regarding management of archeological collections.

Action 1.4.3a Inventory sites within the heritage area with archeological collections.

Action 1.4.3b Collaborate with heritage partners to identify curation needs for the heritage area's archeological collections; work with partners with collections to explore options for developing and funding implementation of a collections management plan. Include high priority projects in annual work plans or in the five-year plan.

1.4.4 Technical Assistance to Partners

Serve as a resource for heritage partners, connecting them to others who can provide guidance regarding conservation of archeological resources.

Action 1.4.4a Provide contact information on the PVHA website for technical assistance from state and local agencies and other organizations to address archeological resource conservation issues and identify conservation opportunities.

Action 1.4.4b Encourage partners interested in undertaking archeological resource conservation projects to attend training offered through the MHHA program.

1.4.5 Financial Assistance to Partners

Promote applications for archeological resource conservation grants.

Action 1.4.5a Communicate availability of archeological resource conservation grant opportunities.

Action 1.4.5b Continue to provide technical assistance and grant application instruction to grantseekers.

Objective 1.5 Natural Resource Protection and Conservation

Promote and facilitate conservation of the heritage area's natural resources.

1.5.1 Natural Resource Identification

Continue to develop an inventory of the heritage area's natural resources and resource protection and conservation initiatives,

Action 1.5.1a Stay abreast of ongoing research regarding the health and condition of the heritage area's natural resources; update the digital library of natural resource studies pertinent to the heritage area.

Action 1.5.1b Periodically update the heritage area's GIS database including shapefiles and accompanying metadata regarding natural resources within the heritage area.

1.5.2 Natural Resource Protection and Conservation Activities and Initiatives

Support activities and initiatives of partners to protect and conserve natural resources.

Action 1.5.2a Identify emerging natural resource protection and conservation initiatives and identify ways in which PHG could support ongoing activities and emerging initiatives. Each year focus on collaboration with one identified partner.

Action 1.5.2b Identify natural resource issues and communicate key issues to partners and stakeholders.

Action 1.5.2c Continue to participate in ongoing watershed planning efforts.

Action 1.5.2d Advocate for additional watershed planning, monitoring, and funding for watershed improvement.

Continue PHG natural resource conservation programs and environmental education programs focused on water quality management and forest management in the Patapsco River watershed.

Action 1.5.2e Continue to administer programs to educate residents and visitors regarding water quality issues in the Patapsco River, such as supervision of fieldwork by volunteers to perform stream watches, complete stream cleanups, perform storm drain stenciling, and complete other related water quality management tasks.

Action 1.5.2f Continue to host periodic events to educate residents and visitors regarding forest management issues, such as supervision of tree plantings and tree maintenance by volunteers at selected sites within the heritage area.

Action 1.5.2g Continue to host periodic events to educate residents and visitors regarding invasive species issues, such as supervision of fieldwork by volunteers to remove selected invasive species from sites within the heritage area.

Action 1.5.2h Continue to provide a variety of learning programs focused on natural resource conservation issues in the heritage area.

Support new projects that conserve natural resources.

Action 1.5.2i Collaborate with Patapsco Valley State Park (PVSP) (MD DNR) and the Friends of PVSP to identify natural resource management issues in the park and to explore options for addressing those issues; work with MD DNR and the Friends of PVSP to develop management strategies to address issues and to explore funding options. Include high priority projects in annual work plans or in the five-year plan. (also see action 4.1.1a)

Action 1.5.2j Promote implementation of the statewide forest management plan within the heritage area and environs; explore funding options; facilitate development and implementation of the plan.

Action 1.5.2k   Seek ways to permanently protect lands identified as of conservation interest in existing plans; explore funding options; work with partners to acquire conservation easements or lands in fee; devise long-term ownership/stewardship strategies for protected lands; where possible seek to permit public access to protected lands. (also see action 4.4.1e)

Collaborate with Partners for Open Space to support its mission to secure, save, and protect Maryland's land conservation program.

Action 1.5.2l   Respond to Program Open Space (POS) Action Alerts by forwarding information to individuals and organizations on the PHG mailing list.

Action 1.5.2m   Attend POS seminars and training opportunities (extend invitations to PHG members).

Action 1.5.2n   Stay informed and report back to POS regarding Baltimore County, Howard County, and Maryland Department of Natural Resources initiatives of potential interest to POS.

1.5.3   Technical Assistance to Partners

Serve as a resource for heritage partners, connecting them to others who can provide guidance regarding natural resource conservation initiatives.

Action 1.5.3a   Provide contact information on the PVHA website for technical assistance from state and local agencies and conservation organizations to address natural resource stewardship issues and identify stewardship opportunities.

Action 1.5.3b   Encourage partners interested in undertaking natural resource conservation projects to attend training offered through the MHHA program.

1.5.4   Financial Assistance to Partners

Promote applications for natural resource conservation grants.

Action 1.5.4a   Communicate availability of natural resource conservation grant opportunities.

Action 1.5.4b   Continue to provide technical assistance and grant application instruction to grantseekers.

8.3 Interpretation

Interpretation Goal

Provide heritage experiences for visitors focused on interpreting the Patapsco Valley vital importance in Maryland's industrial revolution and its role in Maryland's evolving resource stewardship ethic.

In its role as the management entity for the heritage area, the Patapsco Heritage Greenway (PHG) will lead collaborative efforts to provide a heritage experience for visitors focused on interpreting the Patapsco Valley as a cradle of Maryland's industrial revolution, inviting engagement by residents and visitors, and raising the Patapsco's profile as a place of state and national significance. Collaborations will focus on comprehensive interpretive planning, fostering a unified presentation of the Patapsco's stories, conveying the stories through a variety of interpretive media, programming, and events, using the Patapsco's heritage resources to teach American history, and enhancing interpretive efforts through scholarly research.

Interpretive Planning

Essential to the success of the heritage area will be a comprehensive interpretive plan (CIP) that provides a framework for the heritage area partners to tell the Patapsco's stories. Immediately following certification of the heritage area, PHG will lead a collaborative effort with its partners to prepare the CIP to guide interpretive and educational programming. Each year following adoption of the CIP, PHG will prepare an annual implementation plan that outlines what PHG and its partners will seek to accomplish in the following twelve months, consistent with the CIP's long-range goals and objectives. To support the interpretive planning effort, PHG will maintain an interpretive database to facilitate interpretive planning and development and delivery of interpretive programs.

Presentation of the Valley's Stories

PHG will collaborate with its partners to ensure that the Patapsco's stories are presented in a unified fashion that supports public understanding of the Patapsco as a place of state and national significance. PHG will communicate the interpretive framework described in the CIP to its partners through presentations, written materials, and periodic interpretive planning workshops. Grant applications will be encouraged that request support for actions that are consistent with the interpretive framework, propose collaborations by heritage partners, and support directing visitors to one another's sites. Technical assistance from PHG will help partners with developing interpretive plans, media, and programs. PHG will also assist partners with obtaining grants from MHAA by fostering and encouraging competitive grant applications and by possibly creating a grant program for interpretive planning that strengthens connections to the heritage area's interpretive framework.

Interpretive Messaging

Interpretive messaging and materials will seek to consistently convey the Patapsco's stories. A new Patapsco Heritage Area website and social media will provide an overview of the heritage area and orient visitors to its sites and stories. A new map and guide will help residents and visitors understand the heritage area's significance, resources, and stories. PHG will develop and maintain a set of interpretive media, exhibits, and interpretive panels (waysides) that provide interpretive content on the heritage area, introduce themes, provide historic context, and link to detailed interpretative at partner sites.

Programs and Events

Visitor experiences and interpretive programming will assist residents and visitors with understanding the heritage area's significance and stories. PHG will develop thematic travel itineraries, tours, and supporting multi-media linking heritage interpretive sites and the heritage area's gateway communities. Special events throughout the heritage area, hosted or supported by PHG – at both public and private sites – will expand public appreciation of the heritage area. Special initiatives will focus upon supporting efforts to enhance appreciation of heritage communities, providing visitor experiences and interpretive programming in Patapsco Valley State Park and in county parks, continuation of PHG's oral history program, enhanced visibility of the African American experience in the Patapsco Valley, and interpretative programming for scenic byways and national historic trails.

Education

Collaborations facilitated by PHG will use the Patapsco's cultural heritage resources to teach American history and use its natural resources to foster environmental awareness to residents and visitors of all ages. PHG will continue to sponsor history lectures for the public, and identify ways for local schools and educational institutions to meet educational goals through programs based in the heritage area.

Research

PHG will encourage scholarly research regarding the Patapsco's history to broaden the scope of subjects available for interpretation. Research will emphasize further understanding of the significance of the Patapsco as an icon of an emerging region and nation, as a center for innovation, and as an early model of resource restoration, stewardship, and regional planning. PHG will identify needed research, explore funding opportunities, and provide grants for needed research.

Interpretation Management Objectives and Actions

Objective 2.1 Interpretive Planning

Implement an interpretive planning process that provides a framework for telling the heritage area's story. Involve the public on an on-going basis, including subject-matter experts to incorporate new scholarship, and heritage partners and stakeholders as important participants.

2.1.1 Comprehensive Interpretive Plan

Provide guidance for development of the desired future interpretive program in the heritage area.

Action 2.1.1a   Develop and implement a PVHA comprehensive interpretive plan (CIP) that provides a 5- to 10-year vision for the heritage area's interpretive and educational program.

2.1.2 Annual Implementation Plan

Provide an annual working blueprint describing what interpretive services will be offered to heritage area residents and visitors.

Action 2.1.2a   Develop and implement an annual implementation plan (AIP), charting short-range actions which will achieve the long-range vision for the heritage area's interpretive and education program.

2.1.3 Interpretive Database

Maintain an interpretive database to facilitate interpretive planning and implementation.

Action 2.1.3a   Identify and assemble plans, documents, and inventories needed to support interpretive planning.

Objective 2.2 Presentation of the Patapsco Valley's Stories

Lead collaborative efforts to present the stories of the Patapsco Valley's contributions to national history in ways that invite engagement and raise the valley's profile as a place of state and national significance.

2.2.1 Collaboration among Partners to Tell the Stories

Communicate the heritage area's interpretive framework to partners.

Action 2.2.1a   Meet with heritage partners and stakeholders to present the PVHA comprehensive interpretive plan; make digital and hard copies of the plan available to partners.

Action 2.2.1b   Develop and distribute a poster that summarizes and illustrates the heritage area's interpretive framework.

Action 2.2.1c Periodically conduct an interpretive planning workshop with partners.

Actively support interpretive planning that helps to achieve the vision for the heritage area's interpretive and educational program.

Action 2.2.1d Identify heritage partners interested in developing (or updating) an interpretive plan; work with those identified to secure funding for plan development.

Actively support development and enhancement of interpretive media and programming by heritage partners in coordination with the heritage area's interpretive framework.

Action 2.2.1e Encourage grant applications from heritage partners requesting support for interpretive media, programs, events, and research that are consistent with the heritage area's interpretive framework.

2.2.2 Heritage Site Connections

Encourage collaboration among heritage area interpretive sites in presenting PVHA interpretive themes through shared programs and events and by directing visitors to one another's sites.

Action 2.2.2a Encourage grant applications from heritage partners requesting support for joint interpretive programs and events that are consistent with the heritage area's interpretive framework.

Action 2.2.2b Working with heritage partners, develop visitor experience passes with incentives for visitors to go to multiple heritage area sites.

2.2.3 Technical Assistance to Partners

Provide technical assistance to heritage partners with development of interpretive plans, interpretive media, and interpretive programming.

Action 2.2.3a Orient heritage partners regarding the MHAA's technical assistance program.

Action 2.2.3b Encourage heritage partners to subscribe to PVHA digital communications and to connect with the heritage area via social media to receive information on PVHA-affiliated grant opportunities.

Action 2.2.3c Invite interpretation experts to present at PVHA's periodic interpretive planning workshop.

Action 2.2.3d Provide interpretive media and research publications developed by PVHA, the National Park Service, and others, to heritage partners.

1.2.3 Financial Assistance to Partners

Foster and encourage competitive grant applications to MHAA.

Action 2.2.4a   Communicate to partners that PVHA will consider interpretive planning and programming grants that are consistent with the heritage area interpretive framework as more competitive when ranking grant applications for submission to MHAA.

Action 2.2.4b   Explore creating a grant program for interpretive planning that would encourage heritage partners to prepare (or update) interpretive plans that strengthen connections to the heritage area's interpretive framework.

Objective 2.3 Interpretive Messaging

Convey the Patapsco Valley's stories through a variety of interpretive media.

2.3.1 Website and Social Media Interpretation

Include interpretive presentations on the new PVHA website.

Action 2.3.1a   On the PVHA website, present a comprehensive overview of the heritage area's purpose, historic significance, and thematic framework for interpretation.

Action 2.3.1b   On the PVHA website, orient visitors to the heritage area by providing pre-visit information on interpretive sites to visitors and residents wishing to explore the heritage area.

Use social media and multi-media formats to convey the heritage area's purpose, national significance, and thematic framework for interpretation.

Action 2.3.1c   Develop a series of brief videos that orient residents and visitors to the heritage area; distribute the videos through a dedicated PVHA YouTube channel.

Action 2.3.1d   Develop a series of brief videos that use the interpretive framework to provide information on PVHA and its resources; distribute the videos through a dedicated PVHA YouTube channel.

Action 2.3.1e   Working in cooperation with heritage partners, develop and implement a public history campaign that uses mobile technology to tell the heritage area's stories and to relay information to residents and visitors about the heritage area's events and programs.

2.3.2 Interpretive Media, Exhibits, and Interpretive Panels (Waysides)

Maintain a set of PVHA interpretive media, exhibits, and interpretive panels (waysides) that: provide interpretive content on the heritage area as a whole; introduce heritage area themes; provide historical context; link to detailed interpretation at heritage area partner sites; and, and relate closely to the interpretive content on the heritage area website.

Action 2.3.2a   Develop and distribute a new map and guide that helps residents and visitors understand the heritage area's significance and major stories, and orients people to available heritage experiences.

Action 2.3.2b   Assess the performance of existing interpretive media, exhibits, and interpretive panels (waysides) with respect to the comprehensive interpretive plan, taking into consideration consistency with the interpretive framework, presentation, and condition; develop a plan, as appropriate, to update, modify, and/or expand media and exhibits.

Objective 2.4 Programs and Events

Provide visitor experiences and interpretive programming that assist residents and visitors with understanding the heritage area's significance and stories within the context of its interpretive framework.

2.4.1   Travel Itineraries and Tours

Develop thematic travel itineraries, thematic tours, and supporting multi-media that link heritage interpretive sites and the heritage area's gateway communities.

Action 2.4.1a   Develop a series of travel itineraries linking multiple heritage resources to key interpretive themes of the heritage area.

Action 2.4.1b   Make the itineraries available in downloadable online format, suitable for both in-person use and "virtual visitors."

Action 2.4.1c   Explore ways in which users of the PVHA website could create custom itineraries based on themes, location, and interest; implement custom itineraries, if feasible.

Action 2.4.1d   Support heritage partners to enhance their existing tours and to develop new heritage tours.

2.4.2   Heritage Events

Expand public appreciation of the heritage area by hosting special events that celebrate heritage resource sites.

Action 2.4.2a   Host a semi-annual (every two years) PVHA event at a heritage resource site within the heritage area.

Support local festivals and events that tie to the heritage area's interpretive framework.

Action 2.4.2b   Identify local festivals and events that could easily tie to the heritage area's interpretive framework; work with identified festival organizers to use the PVHA interpretive themes in their marketing information and in their programming.

Action 2.4.2c   Support public festivals and events in heritage communities.

Collaborate with Howard County, Baltimore County, and Patapsco Valley State Park (MD DNR) to support events involving publicly-owned heritage resource sites.

Action 2.4.2d   Identify which publicly-owned heritage resource sites are visitor-ready.

Action 2.4.2e   Encourage groups to hold programs and events at visitor-ready sites.

2.4.3   Special Initiatives

Enhance appreciation and understanding of heritage communities.

Action 2.4.3a   Support heritage partners with efforts to reconstruct and interpret an 18th century mill within one of PVHA's heritage communities.

Collaborate with Patapsco Valley State Park (MD DNR) to provide visitor experiences and interpretive programming that assists park visitors with understanding the park's history and natural resources.

Action 2.4.3b   Involve Patapsco Valley State Park (PVSP) (MD DNR) in developing the heritage area's comprehensive interpretive plan, including identification of stories to be told at the park and needed interpretive media and programs. (also see action 4.1.1a)

Action 2.4.3c   Provide assistance with development of interpretive media and implementation of interpretive programs in Patapsco Valley State Park (PVSP) (MD DNR), as identified in the comprehensive interpretive plan.

Action 2.4.3d   Collaborate with Patapsco Valley State Park (PVSP) (MD DNR) and CSX to develop a viewing platform for the Thomas Viaduct.

Support development of interpretive media and programming tied to the heritage area interpretive framework in county parks.

Action 2.4.3e   Involve Howard and Baltimore County Departments of Recreation and Parks in developing the heritage area's comprehensive interpretive plan, including identification of stories to be told at parks and needed interpretive media and programs.

Action 2.4.3f   Provide assistance with development of interpretive media and implementation of interpretive programs in county parks, as identified in the comprehensive interpretive plan.

Continue support for PHG's oral history program.

Action 2.4.3g   Seek funding to host additional events to share with local communities the stories and portraits of the Library of Congress Local Legacy Project; host events.

Support enhanced visibility of and accessibility to the African American experience in the Patapsco Valley.

Action 2.4.3h   Encourage partners to develop interpretive media and programs that tell the stories of African Americans in the Patapsco Valley.

Support implementation of interpretive programming for scenic byways and national historic trails.

Action 2.4.3i   Collaborate with Maryland's Historic National Road to explore opportunities to support (e.g., interpretation, marketing, and communications) for the section of the National Road within the heritage area; implement projects.

Action 2.4.3j   Explore opportunities for collaborating with the NPS Chesapeake Bay Office and its trail partners in the development of the Captain John Smith Chesapeake National Historic Trail along or near the Patapsco River in the Elkridge area; implement projects.

Action 2.4.3k   Explore opportunities for designating a connecting trail to the Captain John Smith Chesapeake National Historic Trail through the Patapsco Valley.

Objective 1.5 Education

Promote teaching American history to residents and visitors of all ages using the Patapsco Valley's cultural heritage resources.

2.5.1   Public Education Program

Provide opportunities for the general public to hear PVHA's stories and to learn about its heritage resources and their stewardship needs.

Action 2.5.1a   Continue to sponsor periodic history lectures for the general public.

Conduct outreach to the Howard County Public School System, Baltimore County Public Schools, and state education agencies to identify opportunities for educational programs for residents of all ages that foster appreciation of the Patapsco Valley's history.

Action 2.5.1b   Identify ways to meet educational goals through programs based within the PVHA; explore funding options; implement programs.

Support activities and programs that connect public school students with PVHA's heritage resources and their stewardship needs.

Action 2.5.1c   Explore development of a bus fund for public school students to provide transportation to heritage area sites where educational programs are offered by heritage partners.

Objective 2.6 Research

Broaden the scope of subjects available for interpretation and generally enhance the heritage area's interpretive effort through data collection and new historic research.

2.6.1 General

Encourage research by local historians and historical societies regarding the Patapsco Valley's history as it relates to the heritage area's statewide significant context and potential nationally significant context. Emphasize research related to: the valley as an icon of an emerging region and nation; the valley as a center for innovation; and, the valley as an early model of resource restoration, stewardship, and regional planning.

Action 2.6.1a   Identify research needed to further document the heritage area's history; explore funding; provide grants for needed research.

8.4 Heritage Tourism

Heritage Tourism Goal

Increase the economic benefits of heritage tourism in the Patapsco Valley.

Enhancing the overall appeal and enjoyment of the Patapsco's history, culture, natural environment, and scenic beauty will result in overall economic benefits of heritage tourism to the Patapsco Valley. To attract residents and visitors, the Patapsco Heritage Greenway (PHG) will coordinate efforts to build the Patapsco's visibility and to grow audiences. To help residents and visitors understand what the heritage area has to offer and how to find those experiences, PHG will work with partners to provide consistent orientation and wayfinding via signage, printed materials, web-based information, and social media. Together, PHG and its partners will also collaborate to provide services and experiences in heritage communities that will attract visitors and residents, encouraging them to spend time in the area. Through these efforts, the economic benefits of heritage tourism in the Patapsco Valley will increase by creating opportunities for small business development in heritage communities, job growth, and a stronger tax base.

Visibility and Audiences

A major focus of PHG will be to market the heritage area as a destination that showcases the Patapsco's significant historical, cultural, and natural resources. PHG will develop and implement an identity and branding plan that will establish a consistent message as to what the heritage area is and what it has to offer. Technology will be used to build visibility and grow audiences, including development of a new website dedicated exclusively to the heritage area, incorporating the new branding and identity, and providing links to the websites of heritage area partners and tourism-related businesses. Marketing efforts will focus on working with partners, particularly Enjoy Baltimore County and Visit Howard

County, to develop baseline market information and to assess the needs and interests of visitors, as well as to develop a comprehensive marketing plan that will promote the heritage area as a destination and that uses interpretive themes as a basis for marketing messages. Working with Enjoy Baltimore County and Visit Howard County, PHG will support efforts to maximize existing and new public and private financial investment in the heritage area's tourism product; this will be accomplished in part by providing information on the economic and quality of life benefits associated with investments in tourism products. Finally, to build visibility PHG will collaborate with partners to implement mutually beneficial strategies for cooperative advertising, ad placements, and promotional tactics that promote visitation to the heritage area as a whole.

Orientation and Wayfinding

Visitor orientation and wayfinding in the heritage area is now provided using a variety of media by heritage partners. PHG will collaborate with its partners to build on what is currently available, seeking to develop a heritage area orientation and wayfinding network composed of visitor centers, other visitor facilities, orientation exhibits, and signage that provides consistent messaging and branding. The Howard County Welcome Center will continue to serve as the primary visitor orientation center for the heritage area. Other visitor centers at heritage partner sites will distribute to the public appropriate heritage area interpretive materials and guides. PHG will provide training to heritage area partner staff and volunteers on what the heritage area is and how visitors and residents can best experience it. Efforts by partners to support other visitor centers will be supported by PHG. A major PHG focus will be to collaborate with heritage partners to design and implement signage throughout the heritage area that is consistent with its identity and brand.

Heritage Communities

PHG will generally promote development of enhanced visitor services that support positive experiences for visitors structured around the heritage area's interpretive framework. PHG will develop a heritage communities program to promote offering a high level of quality in visitor information centers, wayfinding signage, and lodging, restaurants, and retail services. A new heritage ambassadors program will train volunteers and workers in tourism-related businesses so that they can inform residents and visitors about what the heritage area has to offer. PHG will support revitalization of heritage communities by supporting economic revitalization strategies and infrastructure improvements that are consistent with the heritage area's management goals, including for example Main Street designation for the heritage area's historic communities. In a number of ways PHG will provide assistance to local businesses that serve the heritage tourism market, such as by encouraging businesses to take advantage of MHAA loans and by implementing a program that provides a venue for businesses to market themselves to the cultural heritage traveler. Training will be offered to partners and businesses to facilitate heritage tourism product development and to enhance the visitor experience, for instance, through creation of a network of certified heritage area tour guides. PHG will also encourage heritage partners to apply for MHAA grants, emphasizing grant applications for projects that will make heritage attractions, interpretive sites, and communities more visitor-ready.

Heritage Tourism Management Objectives and Actions

Objective 3.1 Visibility and Audiences

Attract residents and visitors to experience the Patapsco Valley's heritage by marketing the heritage area as a destination that showcases its unique and significant historical, cultural, and natural resources.

3.1.1 Heritage Area Identity and Branding

Implement an integrated approach to establishing a consistent PVHA identity and branding, and establish guidelines for evaluating and updating brand identity.

Action 3.1.1a   Create and implement a PVHA identity and branding plan, applying recommendations to all program materials, website, marketing materials and published materials.

Action 3.1.1b   Develop guidelines for use of the heritage area identity and branding by heritage partners, including logo, tagline, and other branding elements; distribute the logo, tagline and branding elements to heritage partners with incentives for their participation.

3.1.2 Communications

Reach out to heritage partners, stakeholders, residents and visitors using a variety of media and techniques, broadening the scope of communications as programs grow.

Action 3.1.2a   Complete and implement an annual communications plan that addresses the following:

- upcoming communications opportunities

- audiences

- messages and desired outcomes for each audience

- activities (priorities, timing considerations, resources needed for the website, social media and evolving digital technologies, print media, promotions, events, annual report, and materials to support the heritage area's development plan)

- media outreach (reaching audiences through media releases, editorial board meetings, familiarization tours, press conferences, invitations to events, special previews, etc.)

Support efforts by heritage partners to develop a common calendar of events that is revised consistently and accurately on a seasonal basis that offers visitors useful information and offers a venue for comprehensively marketing the heritage area.

Action 3.1.2b   Encourage partners to submit their events and programs to PHG and destination marketing organizations.

Action 3.1.2c   Work with Visit Howard County and Enjoy Baltimore County to draw the events and programs within the heritage area into a heritage area calendar of events hosted on the heritage area's website.

3.1.3   Using Technology to Build Visibility and Grow Audiences

Use the internet to reach visitors and to enhance the visitor experience.

Action 3.1.3a   Create a new website dedicated exclusively to the heritage area, incorporating PVHA's identity and branding messages.

Action 3.1.3b   Include on the heritage area website a section that provides a general thematic overview, visitor itineraries, links to the Visit Howard County and Enjoy Baltimore County websites, and a link to the Maryland Office of Tourism Development website.

Action 3.1.3c   Include on the heritage area website an interactive, GIS-based visitor experience map showcasing heritage area cultural heritage attractions and interpretive sites.

Action 3.1.3d   Include the heritage area calendar of events (see action 3.1.2c) on the heritage area website.

Action 3.1.3e   Encourage heritage partners to communicate availability of information on the PVHA website through links on partner websites and in other partner digital media.

Action 3.1.3f   Improve visibility of the heritage area through search engine optimization.

Develop and monitor content for travel-support websites focused on heritage travel, automobile travel, and local reviews.

Action 3.1.3g   Assign a staff member, volunteer, or intern the responsibility of monitoring travel websites and reviews; respond to negative reviews.

Action 3.1.3h   Create a web-based travel guide.

Promote use of web-based video technology to promote the heritage area.

Action 3.1.3i   Develop a series of brief videos that use the interpretive framework to provide information on PVHA and its resources; distribute the videos through the PVHA website and a dedicated PVHA YouTube channel.

Encourage heritage partners to include a heritage area website link on their websites.

Action 3.1.3j   Encourage heritage partners to include a link to the heritage area's website on their website.

Encourage tourism-related businesses to include a heritage area website link on their websites.

Action 3.1.3k   Encourage tourism-related businesses to include a link to the heritage area website on their website.

3.1.4   Marketing

Work with heritage partners to perform market studies to ascertain baseline information and determine needs and interests of Patapsco Valley visitors and potential visitors.

Action 3.1.4a   Work with destination tourism marketing organizations to include research elements in their regular research protocols in order to inform heritage area marketing decisions.

Action 3.1.4b   Work with heritage partners, Patapsco Valley State Park (PVSP) (MD DNR), Visit Howard County, Enjoy Baltimore County, and heritage partners to develop a baseline of attendance at key heritage area sites and attractions.

Action 3.1.4c   Require and/or incentivize heritage partners to track attendance and visitation and to identify whether visitors made their travel decisions based upon the heritage area.

Develop a comprehensive marketing plan that markets the heritage area as a destination and that uses interpretive themes as the basis for marketing messages.

Action 3.1.4d   Complete a marketing plan for the heritage area; implement recommended actions.

Action 3.1.4e   Use travel itineraries and tours (see actions 2.4.1a, b, c, d) to promote thematic touring in Baltimore.

3.1.5   Partnering with Destination Marketing Organizations

Enhance awareness of and travel to the heritage area by residents and visitors through a strong partnership with Visit Howard County and Enjoy Baltimore County.

Action 3.1.5a   Provide Visit Howard County and Enjoy Baltimore County with messaging and interpretive materials that allow them to easily fold heritage area marketing into their regular work.

Action 3.1.5b   Seek advice and guidance from Visit Howard County and Enjoy Baltimore County on PVHA's annual work plan and incorporate their recommendations; share PVHA's annual work plans and annual reports reciprocally with Visit Howard County and Enjoy Baltimore County.

Action 3.1.5c   Collaborate with Visit Howard County and Enjoy Baltimore County during development of their annual marketing plans to ensure that plans submitted for

funding to the Maryland Office of Tourism Development address how the heritage area will be marketed.

3.1.6 Tourism Product Investment and Advocacy

Coordinate efforts to maximize existing and new public and private financial investment in the area's heritage tourism product.

Action 3.1.6a   Serve as the champion for heritage partners' grant applications by working with partners to strengthen their applications and by providing support letters.

Action 3.1.6b   Encourage local foundations and corporations to provide support and investment in the Patapsco Valley's heritage tourism product.

Advise elected officials, policy makers, heritage and cultural institutions, civic leaders, and the general public on the economic and quality of life benefits associated with investment in the Patapsco Valley's tourism product.

Action 3.1.6c   Determine how to track economic impact via investments made in the Patapsco Valley's tourism product; track economic impact; track economic impact.

Action 3.1.6d   Include economic impact information in the heritage area's annual report and share that report broadly.

3.1.7 Promotion

Encourage heritage partners to combine resources to promote visitation to the heritage area as a whole.

Action 3.1.7a   Collaborate with partners to develop and implement annual, mutually beneficial strategies for cooperative advertising, ad placement in individual visitor guides, and other promotional tactics to gain recognition and market share for the heritage area.

Objective 3.2 Orientation and Wayfinding

Guide visitors and residents as they explore the heritage area using orientation, wayfinding, and interpretive media that provide consistent messaging and branding.

3.2.1 Visitor Centers and Other Visitor Facilities

Enhance the visitor experience by offering opportunities for heritage area orientation, interpretation, and education at visitor centers and other facilities within the heritage area.

Action 3.2.1a   Continue to collaborate with Visit Howard County to have the Howard County Welcome Center serve as the primary visitor orientation center for the heritage area.

Action 3.2.1b Explore options for additional visitor centers in Catonsville and Elkridge; seek funding for the development of additional visitor centers and implement.

Action 3.2.1c Provide the Howard County Welcome Center and other existing visitor centers at heritage area partner sites with appropriate heritage area interpretive materials and guides for distribution to the public.

Action 3.2.1d Provide training to heritage area partner staff and volunteers on what the heritage area is and how visitors and residents can best experience it.

Action 3.2.1e Support efforts to establish additional visitor centers.

Action 3.2.1f Explore opportunities to promote the heritage area and its heritage resources with an exhibit or kiosk installation at Baltimore-Washington International Thurgood Marshall Airport (BWI).

3.2.2 Orientation Exhibits

Collaborate with heritage partners to make available orientation exhibits at visitor centers and heritage area partner sites that are consistent with its identity and brand.

Action 3.2.2a Identify priority locations where orientation exhibits would be most beneficial; design, fabricate, and install orientation exhibits for priority locations.

3.2.3 Signage Guidelines and Priorities

Collaborate with heritage partners to design and implement heritage area signage that is consistent with its identity and brand.

Action 3.2.3a Inventory orientation and wayfinding signage within the heritage area and identify issues related to sign proliferation, clarity, and other relevant considerations.

Action 3.2.3b Develop heritage area orientation and wayfinding signage guidelines.

Action 3.2.3c Establish priorities for orientation and wayfinding signage installation.

Action 3.2.3d Obtain funding to design, fabricate, and install priority orientation and wayfinding signage.

Objective 3.3 Heritage Communities

Enhance visitor services throughout the heritage area that support positive experiences for visitors structured around the interpretive framework.

3.3.1 Working with Heritage Communities

Develop a heritage communities program to promote offering a high level of quality in visitor information centers, wayfinding signage, and lodging, restaurants, and retail services.

Action 3.3.1a Develop a toolkit that heritage communities can use to partner with the heritage area, Visit Howard County, and Enjoy Baltimore County in order to promote their programs and activities.

Action 3.3.1b Explore the idea of training "heritage ambassadors" as a means of connecting heritage communities with the heritage area, residents, and visitors.

Action 3.3.1c Publicize heritage communities to visitors and residents by featuring them in interpretive, marketing, and promotional materials, and on the heritage area website.

Support revitalization of heritage communities.

Action 3.3.1d Support economic revitalization strategies and infrastructure improvements within heritage communities that strengthen downtown centers, stabilize neighborhoods, enhance streetscape and community character, enhance natural resources, and provide recreation opportunities.

Action 3.3.1e Support Main Street designation for the heritage area's historic communities.

3.3.2 Working with Businesses

Provide assistance to businesses that serve the heritage tourism market.

Action 3.3.2a Develop and implement a program that provides a venue for businesses to market themselves to the cultural heritage traveler; in partnership with Visit Howard County and Visit Baltimore, designate the program as the heritage area's official quality stamp of approval for providing unique Patapsco Valley experiences for travelers and residents.

Action 3.3.2b Through the heritage area's website, encourage heritage tourism businesses to take advantage of Maryland Heritage Area Authority loans for capital projects and business development.

Action 3.3.2c Consider creating a PVHA product line with businesses and local partners; seek advice and guidance and potentially partner with Maryland Traditions on the effort.

Action 3.3.2d Extend the "heritage ambassadors" program (see action 3.3.1b) to businesses in order to encourage visitor-serving businesses to positively represent the heritage area.

3.3.3 Training

Facilitate heritage tourism product development and enhancement of the visitor experience through training workshops.

Action 3.3.3a   Assess heritage area partner training needs and identify what form of training or technical assistance will be most helpful; identify other organizations that may already provide these forms of training.

Offer training for heritage area tour guides, including certification and continuing education programs.

Action 3.3.3b   Provide a certification program for heritage area tour guides that includes incentives for their participation as well as ongoing opportunities for re-certification and additional training.

3.3.4   Financial Assistance to Partners

Foster and encourage competitive grant applications to MHAA.

Action 3.3.4a   Communicate to heritage partners that PHG will consider projects that make heritage attractions, heritage interpretive sites, and heritage communities more visitor-ready and visitor-friendly as more competitive when ranking those applications for submission to MHAA.

8.5   Heritage Recreation

Heritage Recreation Goal

Offer residents and visitors opportunities to explore and learn about the heritage area through a variety of quality recreation experiences.

Residents and visitors to the heritage area will have opportunities to learn about the Patapsco's history while enjoying a variety of recreation experiences. The Patapsco Heritage Greenway (PHG) will support efforts led by its heritage partners to make these quality recreation experiences available, providing technical assistance, facilitating applications for grant funding, and nurturing public support for proposed investments in park management, preservation of open space, and development of recreation experiences of the type and intensity suitable for the valley and that respect its significant ecological resources.

Public Parks

Baltimore and Howard County and Maryland DNR maintain an extensive network of public parks within the heritage area that offer a wide variety of recreation experiences in different settings, ranging from active recreation facilities to passive nature-based experiences on trails in remote areas of Patapsco Valley State Park. PHG will generally work with management entities for the parks to enhance opportunities for quality heritage recreation experiences. ~~A major effort will focus on supporting efforts by MD DNR to complete and implement a new management plan for Patapsco Valley State Park.~~ A major effort will focus on supporting MD DNR as it develops and implements, through its standard processes, a new management plan for Patapsco Valley State Park.

Another area of focus will be to support efforts by the state, counties, and non-profit conservation organizations to acquire, or permanently protect through conservation easements, additional parkland and open space within the heritage area. Of particular interest will be exploring opportunities for additional riverfront parks along the Patapsco River.

Trails

Several heritage partners now provide hiking and biking experiences in the valley. In the future, PHG will collaborate with those partners to enhance existing trails and to plan, fund, and develop additional trails. Management actions by heritage partners, and supported by PHG, will address chronic trail management issues where they currently exist and provide new trail links that will enhance connectivity and the general recreation experience throughout the valley. PHG will work with its partners to ensure that best management practices for trail design, construction, and maintenance are used; this will ensure that potential adverse impacts to the heritage area's resources associated with trail development and use are mitigated.

Heritage Recreation Management Objectives and Actions

Objective 4.1 Public Parks

Collaborate with heritage partners to enhance opportunities for quality heritage recreation experiences in public parks.

Telling heritage area stories and offering heritage recreation experiences at existing parks.

Action 4.1.1a   Support efforts by Patapsco Valley State Park (PVSP) (MD DNR) and the Friends of PVSP to pursue funding for a new management plan for the park; participate as an active stakeholder in plan development; support implementation of plan recommendations.

Action 4.1.1b   Support efforts to complete improvements at county parks.

Telling heritage area stories and offering heritage recreation experiences at new parks and open spaces.

Action 4.1.1c   Support efforts to fund acquisition of properties for addition to Patapsco Valley State Park; focus on properties whose protection will preserve heritage resources, conserve natural resources, and provide linkages from existing trails to heritage communities and county parks; assist with transactions.

Action 4.4.1d   Explore opportunities for riverfront parks within the heritage area; support efforts to fund, plan, and develop riverfront parks at identified locations.

Action 4.4.1e   Support efforts to permanently protect lands of conservation interest; explore funding options; work with partners to acquire conservation easements or lands in fee; devise long-term ownership/stewardship strategies for protected lands;

where possible seek to permit public access to protected lands. (also see action 1.5.2k)

Objective 4.2 Trails

Collaborate with heritage partners to develop trails linking interpretive sites in the Patapsco Valley and its heritage communities.

Linking Heritage Area Experiences

Action 4.2.1a   Collaborate with heritage partners to develop a trail link from Oella to Ellicott City.

Action 4.2.1b   Collaborate with heritage partners to develop a trail link from Frederick Road (MD 144) to Illchester.

Action 4.2.1c   Collaborate with heritage partners to develop a trail link to Ellicott City via the trestle bridge.

Action 4.2.1d   Collaborate with heritage partners to develop a sidewalk on Oella Avenue, linking Banneker Park to the No. 9 Trolley Trail.

Action 4.2.1e   Collaborate with Patapsco Valley State Park (PVSP) (MD DNR) to develop an ecologically sensitive loop trail.

Action 4.2.1f   Collaborate with Catonsville Rails to Trails to further develop hiking/biking trail enhancements in the greater Catonsville area.

Action 4.2.1g   Collaborate with the Howard County Department of Recreation and Parks, Patapsco Valley State Park (PVSP) (MD DNR), and Friends of PVSP to examine options for providing ecologically sensitive trail and biking links to Patapsco Valley State Park; explore options for funding projects; include high priority projects in annual work plans or in the five-year plan.

Action 4.2.1h   Support efforts to provide a trail linking the heritage area with BWI Airport.

Action 4.2.1i   Collaborate with Patapsco Valley State Park (PVSP) (MD DNR) to develop a recreational trail link from Avalon to the Baltimore Harbor.

Adequate Parking to Accommodate Visitors Seeking to Enjoy Heritage Recreation Experiences

Action 4.2.1j   Inventory trailhead parking facilities on all trails; assess parking issues; establish priorities for addressing issues; and explore funding options to address issues; include high priority projects for which PHG can provide support in annual work plans or in the five-year plan.

9 Heritage Area Business Plan
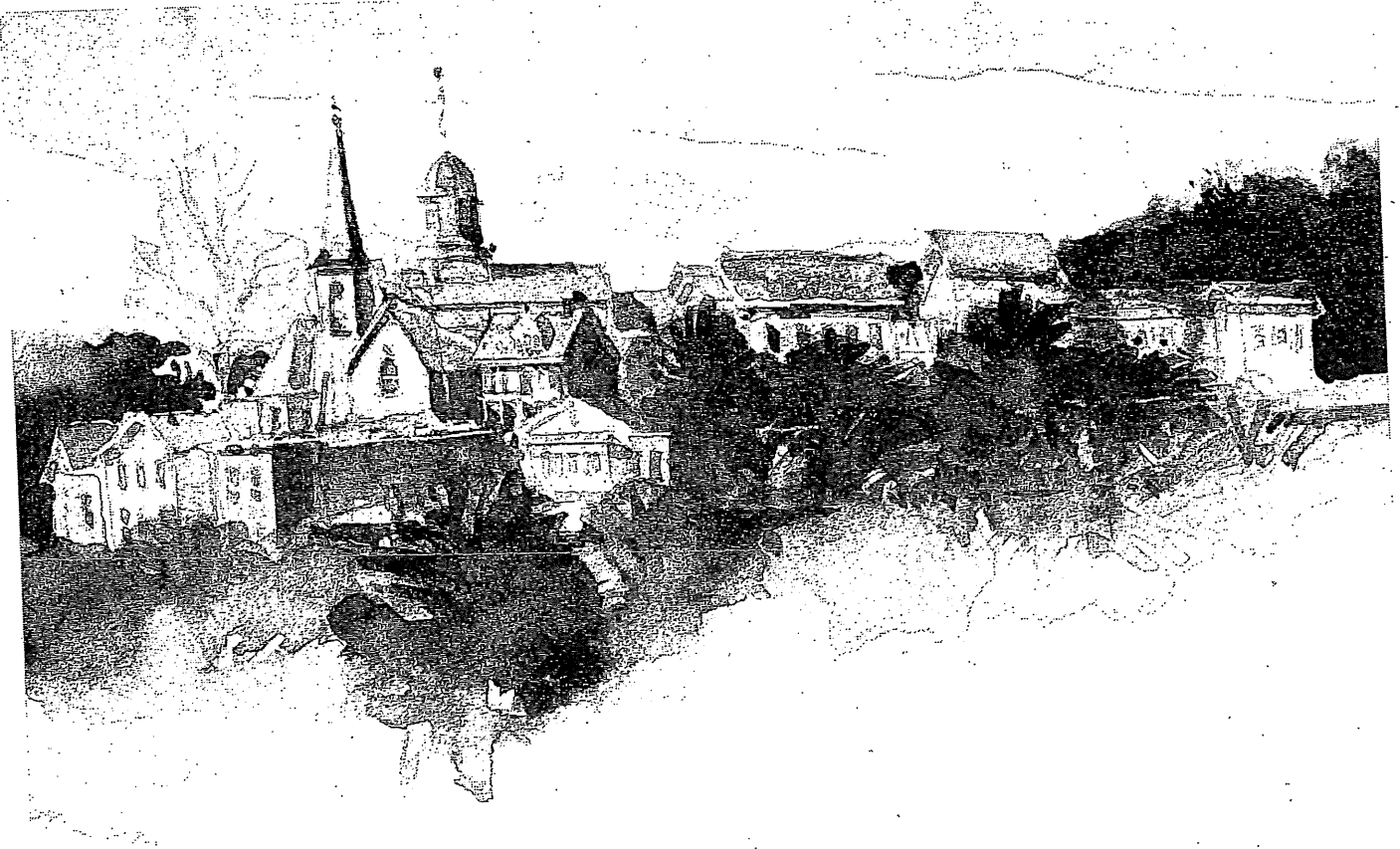
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9. Business Plan

The business plan for the Patapsco Heritage Area outlines how the heritage area's management entity – Patapsco Heritage Greenway, Inc. (PHG) – will coordinate the efforts of the heritage area partners to accomplish the vision for the heritage area. By definition a heritage area assumes a network of partners collaborating to realize a shared vision, with the knowledge that by working with one another they can accomplish far more than when acting alone. PHG, as the heritage area's management entity, will lead the effort, providing the framework for action through its management plan; offering leadership, incentives, technical assistance, and opportunities for financial support to partners; and fostering programs that stimulate partners to undertake projects and build the heritage area.

Part one of the business plan presents the organizational management goal and related objectives and implementing actions for the Patapsco Heritage Greenway, Inc. (PHG). The overarching management goal is:

to assure a strong sustainable organization for the Patapsco Heritage Area

Objectives and implementing actions under the management goal fall into six categories:

- Patapsco Heritage Area organizational management
- financial and asset management
- funding
- partnerships
- communications
- planning and evaluation

Part two of the business plan presents an implementation plan for all actions identified in the management plan, falling into five "buckets":

- stewardship
- interpretation
- heritage tourism
- heritage recreation
- management

Management actions are categorized as of high, moderate, and low priority, and are generally described in terms of primary responsibility, collaborating partners, project cost, funding source, and desired outcomes. Major work efforts in FY15, FY16, and FY17 are summarized, accompanied by estimated annual budgets for the same years.

9.1   Heritage Area Management Objectives and Implementing Actions

Organizational Management Goal

Assure a strong sustainable organization of the Patapsco Heritage Area.

Objective 5.1

Manage the Patapsco Heritage Greenway to effectively and sustainably support its mission.

The Patapsco Heritage Greenway, Inc.(PHG)[1] was established in December 1999 as a a 501(c)3 non-profit organization incorporated in the state of Maryland on July 28, 1980. Since 1999, the PHG Board of Directors has managed the organization and its programs and activities, acting as "a working board". Over the years the board has relied heavily on volunteer efforts of individual board members, volunteers in the community, occasional part-time staff, and contractors to support operations and to complete special projects.

Board of Directors

The PHG Board of Directors formed as part of the incorporation process, which included creation of bylaws, a conflict of interest statement, and basic policies that allowed the new non-profit organization to get started. The board is responsible for establishing PHG's mission, determining strategic direction, setting policies to carry out the mission, and oversight of its finances and operations. Until PHG has additional staff, the board will continue to take on many of the organization's day-to-day program and operations tasks. The following actions are necessary to meet legal requirements for non-profit organizations, as well as to meet water are currently understood to be best practices in the non-profit community:

Action 5.1.1a   Maintain a board of directors at or near the desired number of members needed to conduct the affairs of the PHG and to carry out the board's legal and financial responsibilities. Bring in individuals with diverse skills, backgrounds, and experiences who are committed to board service. Include at least one natural resource conservation representative to ensure that PHG has access to this expertise and perspective.

Action 5.1.1b   Expand board governing documents to include policies and procedures regarding board operations and accountability.

Action 5.1.1c   Develop and maintain a board manual that provides board members with clear expectations for their service, informs members about the board's

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[1] The Patapsco Heritage Greenway, Inc. from time-to-time may also do business as the *Friends of the Patapsco Valley Heritage Greenway*.

Figure 9.1 Patapsco Heritage Greenway, Inc. – Organizational Chart
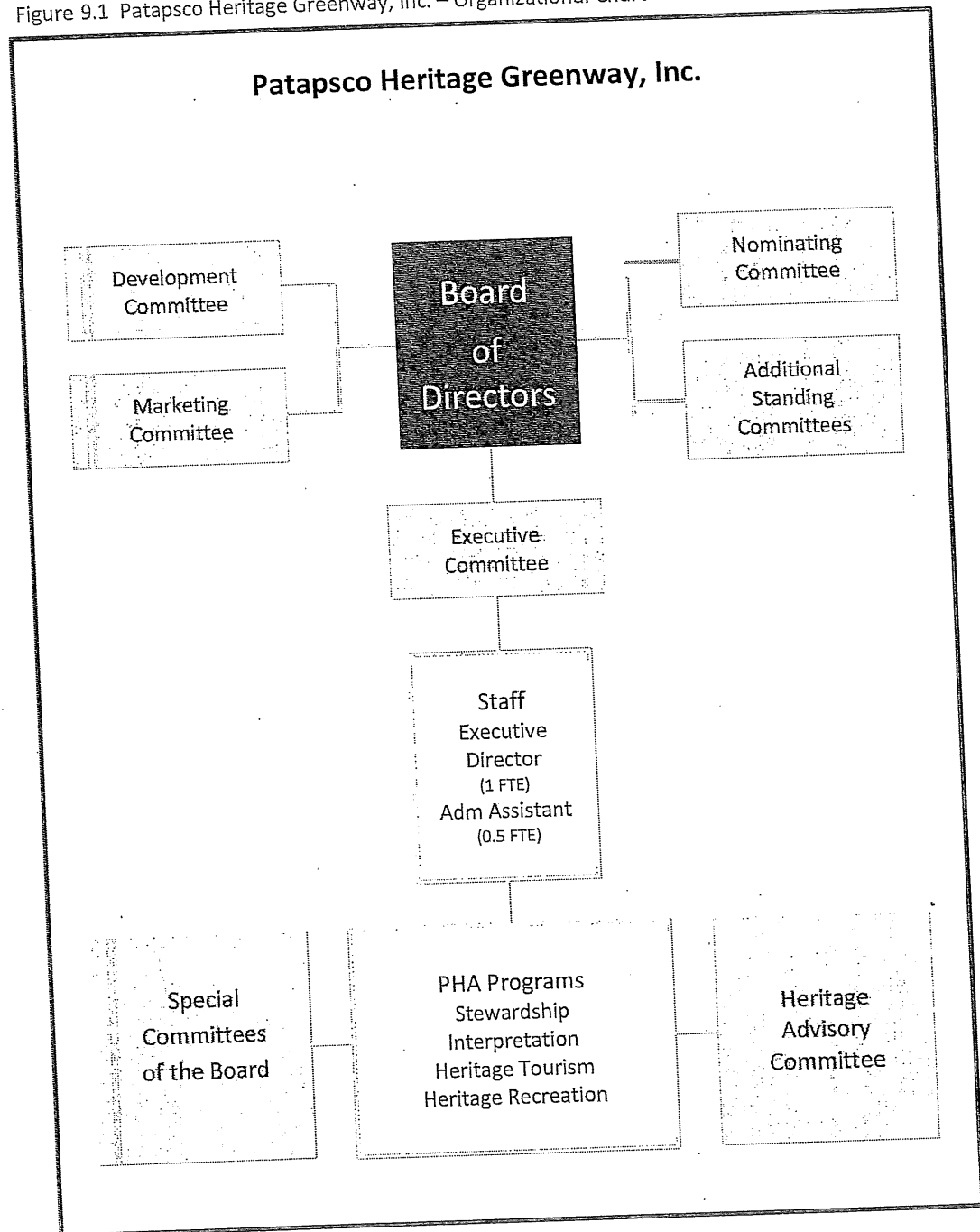
Patapsco Heritage Greenway, Inc.

	Board of Directors	
Development Committee		Nominating Committee
Marketing Committee		Additional Standing Committees

Executive Committee

Staff
Executive Director
(1 FTE)
Adm Assistant
(0.5 FTE)

| Special Committees of the Board | PHA Programs Stewardship Interpretation Heritage Tourism Heritage Recreation | Heritage Advisory Committee |

legal and fiduciary responsibilities, describes board operating procedures, and provides important board policies

Action 5.1.1d Delegate decision-making authority by establishing committees of the board with clearly defined roles and responsibilities for reporting to the board or staff, including:

- executive committee
- development committee
- marketing committee
- nominating committee
- standing committees (as needed)
- special committees (as needed)
- heritage advisory committee

Update PHG bylaws to reflect revised committee structure and functions, as needed.

Action 5.1.1e Establish policy describing lines of authority, communications, and responsibility between the board and staff, and delegating supervisory authority over all staff to an executive director; revise PHG bylaws, as needed.

Action 5.1.1f Conduct board orientation meetings at a minimum of every three years.

Heritage Advisory Committee

In the future, a heritage advisory committee will serve in an advisory capacity to the PHG Board of Directors. The committee will be composed of members of the historic, cultural, archeological, and natural resource communities who are heritage partners. The PHG board president will serve as the official chair of the committee, which will meet a minimum of twice per year. In general, corporate and government entities which express an interest in the Management Plan will be offered membership on the advisory committee. Members of the advisory committee should include, if possible, at least one representative of the following:

- Enjoy Baltimore County
- Visit Howard County
- Maryland State Parks (Patapsco Valley State Park)
- Maryland Forest Service
- Baltimore County Department of Recreation and Parks
- Howard County Department of Recreation and Parks
- Baltimore County Department of Environmental Protection and Sustainability
- Howard County Office of Environmental Sustainability
- Baltimore County Department of Planning
- Howard County Department of Planning and Zoning
- Baltimore County Public Schools
- Howard County Public School System

- historical societies
- conservation organizations, wildlife managers, forestry groups, environmental groups
- heritage area attractions
- Baltimore County Commission on Arts and Sciences
- Howard County Center for the Arts
- community associations
- tourism-serving businesses
- chambers of commerce
- others

PHG is committed to open and transparent communications with its heritage partners who will be represented on the heritage advisory committee. Communication protocols will be established by the PHG Board, with input from members of the committee. In general, the heritage advisory committee will be kept abreast of actions on an on-going basis that are taken by the PHG Board to implement actions included in the management plan that involve participation by the government at the county, state, and federal level. Relevant documents and meeting notices will be made available in a timely manner.

The following action is needed to create and initiate the heritage advisory committee:

Action 5.1.2a Establish guidelines for composition and function of the heritage advisory committee; modify PHG bylaws, as needed; establish the committee and commence its operations.

Staff and Contractors

PHG has operated relying largely on volunteers, part-time paid staff, and contractors. In the future, as a certified heritage area – assuming funding of the state heritage areas program by the governor and state legislature – PHG will have access to an annual management grant from the Maryland Heritage Areas Authority that will fund basic operations (see action 5.3.2a), including staff salaries, office operations, contractual services, and communications. As this happens, PHG will expand its operations to implement actions included in the management plan, including hiring staff and contractors and organizing efforts of volunteers. In the short-term, PHG envisions hiring a full-time executive director and a part-time administrative assistant.

Management actions needed to address needs for and management of staff, contractors, and volunteers include the following:

Action 5.1.3a As part of annual work plan development (see action 5.6.1b) complete annual reviews of PHG's programs and activities to assess staffing and consultant needs. Accompany these reviews with annual plans for funding needed to support staff and consultants.

Action 5.1.3b Secure funding to support up to 1.5 staff, including an executive director and administrative assistant to support programs and activities.

Action 5.1.3c   Continue to use contractors to meet PHG's need for legal counsel and accounting services.

Action 5.1.3d   Engage additional contractors, as needed, to provide professional services as needed for routine operations and for special projects, such as:

- website development and maintenance
- marketing
- graphic design
- geographic information system (GIS) database development and maintenance
- fundraising
- insurance and employee benefits

Action 5.1.3e   Complete and maintain current written job descriptions for all staff.

Action 5.1.3f   Develop an employee manual including written personnel policies with appropriate accompanying procedures or guidelines that conform to federal and state law.

Action 5.1.3g   Develop and implement procedures for selecting contractors and securing contracts.

Action 5.1.3h   Develop a volunteer program that includes volunteer guidelines, volunteer contracts, incentives, and recognition programs.

Action 5.1.3i   Collaborate with local colleges and universities to use interns and class studios to assist PHG with achieving its goals and objectives.

Organization Operations

As a largely volunteer organization, PHG has very few policies and procedures formalized to the degree to which they will need to be for it to mature and expand its services. PHG has bylaws and a minimal number of policies and procedures in place. It will be important for the organization to promote efficient operations by implementing policies and procedures that summarize how PHG conducts its affairs.

In order for the organization to meet standards and best practices as a non-profit organization, the following action is a priority:

Action 5.1.4a   Assemble PHG policies and procedures into an organizational manual that guides activities of the board and staff.

Financial and Asset Management

Objective 5.2

Manage the finances and assets of the Patapsco Heritage Greenway in a responsible and accountable manner.

Annual Budget

Annual budgeting is an essential part of organizational planning and management of providing a mechanism for translating goals for one year into monetary terms. Budgeting involves evaluating the previous year's performance, setting goals for the upcoming year, monitoring progress toward goals, and making adjustments as necessary along the way. Budgeting is useful because it provides a means of assessing the need for funds and is the basis for developing a fundraising plan, it enables making cash-flow projections, it provides a basis for monitoring performance, and it guides spending.

To meet annual budgeting needs, the PHG staff and board will need to do the following:

Action 5.2.1a Prepare an annual budget that is reviewed and approved by the board using the following basic steps:

- develop an annual work plan
- determine the costs of carrying out the annual plan
- make income projections
- compare expenses to income and adjust as necessary
- conduct board review and approve budget

Financial Records, Reports, and Statements

Financial records provide information needed for financial reports used by the board to guide and ensure organizational stability, by staff to monitor operations, and by external parties to assess how the organization is managed and uses its funds. The organization's financial records should conform to Generally Accepting Accounting Principles (GAAP) to ensure that knowledgeable people can accurately interpret information presented in its financial reports. The PHG Board of Directors should review financial reports and statements at regular intervals, generally at least quarterly.

To satisfy annual requirements pertaining to financial records, reports and statements, the PHG staff and board will need to do the following:

Action 5.2.2a Keep clear, complete, and accurate financial records with supporting documentation, including cash receipts journal, cash disbursements journal, payroll records, and general journal.

Action 5.2.2b Prepare quarterly financial reports and statements for board review on a regular (at least quarterly) basis and a final report at year end.

Audits

Annual financial review or audit, by a qualified financial advisor prevents biases by an organization's financial manager or misrepresentation by the organization. An audit committee – a subcommittee of the board – should select the auditor and receive and review the auditor's report.

To satisfy annual audit requirements, the PHG staff and board will need to do the following:

> **Action 5.2.3a** Have annual audits of PHG's financial reports prepared by a certified public accountant (CPA) and reviewed by an audit committee (a committee of the board).

Internal System for Handling Money

A system of internal controls and procedures for handling money protects an organization against theft, fraud, or loss due to unethical or illegal behavior and to ensure confidence in donors, regulators, and other board members.

To ensure an appropriate internal system for handling money, the PHG staff and board will need to do the following:

> **Action 5.2.4a** Formalize PHG's system of fiscal controls regarding budget monitoring and budget amendment, handling of cash receipts, cash disbursements, and physical controls and security measures.

Investment and Management of Financial Assets and Dedicated Funds

PHG has a system for the responsible and prudent investment and management of its financial assets and has established policies on allowable uses of dedicated funds and investment of funds. This helps assure the organization's ability to carry out its programs and helps assure its long-term existence.

To ensure that PHG's financial assets and dedicated funds are invested and managed appropriately, the PHG staff and board will need to do the following:

> **Action 5.2.5a** Formalize PHG's policies for short-term investments, long-term investment of permanent funds, and the uses of dedicated funds.

Funding

Objective 5.3

Develop a sustainable diversified range of financial resources for the Patapsco Heritage Greenway.

Financial sustainability for PHG as the heritage area's management entity depends upon developing secure, stable funding from diverse sources and the ability to leverage funds, resources, and ideas. PHG will initially depend upon an annual management plan from MHAA (see following section) as the principal source of operating funds that will be leveraged through its fundraising efforts. Five years

following certification, PHG hopes to have diversified operating funding sources and – at a minimum – to have banked three months of operating funding, consistent with guidelines of the Maryland Heritage Areas Program (MHAA 2009).

Typical funding sources will include individuals, large family foundations, community foundations, non-profit organizations, small family foundations, large corporations/ corporate foundations, federated funds (United Ways, United Arts, Combine Health Appeal), and local, state, and federal governments. In general, the types of fundraising strategies will include:

- grant applications to foundations, government agencies, and corporations
- membership program
- annual solicitation for an annual fund
- annual solicitation for an end-of-year gift campaign
- a program to solicit major donors
- events and other fundraising opportunities in the community
- endowment or other restricted funding
- fundraising activities shared with partners
- enterprise activities

Resource Development

Design and implementation of a good development plan is essential to guide PHG's fundraising, and is a requirement for management entities who receive MHAA management grants. The development plan will be an extension of PHG's larger branding effort through which the board of directors will build and nurture the relationship between PHG and its supporters. It will allow donors an opportunity to align with PHG's core beliefs and values, seeking to inspire generous contributions that are critical to success. The plan will set fundraising goals, define financial objectives, identify strategies and tactics, and provide the basis for developing a case statement and for structuring fundraising campaigns. A development committee – a subset of the board of directors and including the executive director – will be responsible for developing and implementing the development plan and reporting to MHAA progress toward fundraising goals on an annual basis.

To develop its capacity to diversify sources of operating funds and achieve financial sustainability, the PHG staff and board will need to do the following:

Action 5.3.1a   Establish a development committee of the board responsible for overseeing preparation and implementation of a development plan.

Action 5.3.1b   Prepare for development planning by assessing internal factors that affect PHG's readiness for development, assessing external factors that affect PHG's approach to development, and defining the prospective donor pool.

Action 5.3.1c   Prepare a long-term (5-year) development plan with accompanying annual work plans with the goal of integrating development into all aspects of programs and operations.

Action 5.3.1d   Update the long-range development plan on a regular basis to maintain a time horizon beyond the annual work plan of at least three years.

Action 5.3.1e   Establish restricted special funds to support critical elements of the development program.

Action 5.3.1f   Include staff time to coordinate and implement development activities in PHG's annual work plans.

Action 5.3.1g   Provide training to staff and volunteers in all development skills.

Maryland Heritage Areas Program Funding – Management Grants

Annual management grants for operations of certified heritage areas are available from the Maryland Heritage Areas Authority (MHAA). These grants support the management entity's basic operations related to staff salaries, office operations, contractual services, and communications. Through this funding, MHAA enables management entities, such as PHG, to better focus their entrepreneurial energy on developing heritage tourism products, building partnerships, and sustaining regional identity (MHAA 2009). With base funding available, management entities can also concentrate on fundraising locally to diversify sources of operating funds, thus leveraging state funds.

To be eligible for management grants PHG will develop and implement a 5-year action plan and annual work plans, and will adopt performance measures upon which progress toward goals will be assessed (see actions under objective 5.6). As long as PHG meets its performance measures it can expect to receive state funding for general operations. This funding will be contingent upon whether or not the funding is placed in the state's budget and approved by the legislature.

To qualify for and obtain annual management grants to support PHG operations, the PHG staff and board will need to do the following:

Action 5.3.2a   Submit annual management grant funding applications to MHAA, including PHG's 5-year action plan and annual work plan (see actions under objective 5.6).

Maryland Heritage Areas Program Funding – Project Grants and Marketing Grants

Once the heritage area is certified, PHG and its destination marketing organizations (Enjoy Baltimore and Visit Howard County) will also be eligible for dollar-for-dollar matching grants (up to $50,000) to support marketing of heritage area-wide products and activities. Eligible activities include advertising placement, participation in consumer and travel trade shows, printed material/collateral, and website development.

PHG and its partners will also be eligible to apply for and receive from MHAA dollar-for-dollar matching grants for capital and non-capital projects within the heritage area. Grants can support projects involving historical, cultural, archeological, or natural resources, sites, events, or facilities. Eligible projects must have a heritage tourism component, help to provide facilities and services that support heritage tourism, or be an event that will help to create a long-term increase in visitation to the heritage area. Award limits are $50,000 for non-capital and programming projects and $100,000 for capital projects.

MHAA grants for capital projects must be for a targeted investment, requiring that the proposed project fulfill the heritage area's priorities, leverage investment, and facilitate economic development. In addition the capital project must meet one of the following criteria:

- overlap with existing local, state, or federal designations
- contribute to initiatives supported by significant public investment
- be a part of a concentration of heritage resources
- be a catalyst for future investment

To take maximum advantage of the potential for MHAA project and marketing grants, the PHG staff and board will need to do the following:

Action 5.3.3a Identify projects potentially eligible for MHAA marketing grants and non-capital project grants, and programming project grants; submit one or more competitive applications for identified projects during each grant funding cycle.

Action 5.3.3b Identify heritage area projects that have the potential to qualify as capital projects that target investment; collaborate with partners to develop conceptual master plans, management strategies, and funding plans for identified projects; submit applications to MHAA for capital grants for identified projects.

Action 5.3.3c Implement actions to encourage heritage partners to submit competitive grant applications for MHAA project grants during each grant funding cycle (including technical assistance and training in actions under sections 1.2.3, 1.2.4, 1.3.3, 1.3.4, 1.4.4, 1.4.5, 1.5.3, and 1.5.4).

Other Grants

In order to implement the many actions and projects in the heritage area's management plan, PHG will need to aggressively pursue support through grants from foundations, corporations, and local, state, and federal government grant programs. Although PHG has enjoyed some success receiving grants to support its programs in recent years, it will need to develop a broader reach by researching funding sources that is has not previously tapped. This activity will require significant staff and board time and may require additional support.

To increase funding for PHG operations and programs from other grants, the PHG staff and board will need to do the following:

Action 5.3.4a Continuously research grant opportunities available through government, private foundation, and corporate grant programs.

Action 5.3.4b Identify staff grant writing training needs and seek training, as appropriate.

Action 5.3.4c Identify and prepare a set of standard deliverables needed to support grant applications.

Action 5.3.4d Set and meet annual targets for grant applications to the Maryland Heritage Areas Authority (in addition to routine annual grants).

Action 5.3.4e Set and meet annual targets for grant applications through government, private foundation, and corporate grant programs.

Earned Income

Special programs offer opportunities for earned income. Typical heritage area earned income streams are associated with tours, sales of heritage area products, and partner/business membership in special programs. In the future, PHG should explore opportunities to engage in appropriate earned income enterprises, incorporating consideration of earned income opportunities as part of preparing its development plan (see action 5.3.1b).

To increase funding for PHG operations and programs from earned income, the PHG staff and board will need to do the following:

Action 5.3.5a Explore opportunities for earned income.

Action 5.3.5b Include a focus on earned income when creating the development plan.

Private Giving

PHG will continue to build its donor base as a source of unrestricted funding for general operations and for special projects. By building its private giving base, PHG will reduce its reliance on general operating support from local, state, and federal funding. However, an important challenge will be PHG's ability to compete with its partners seeking support from the same donors. PHG will seek to meet this challenge by working with its partners during development of the private giving component of the land range development plan (see action 5.3.1b).

To increase funding for PHG operations and programs from private giving, the PHG staff and board will need to do the following:

Action 5.3.6a Set and meet an annual target for private giving.

Action 5.3.6b Develop a potential donor database.

Action 5.3.6c Develop a donor nurturing and engagement plan with regular communications.

Action 5.3.6d Request support annually from all potential private donors and develop targeted specific "asks" when feasible.

Partnerships

Objective 5.4

Work collaboratively with heritage partners to preserve heritage resources and strengthen local and regional economies through heritage-based initiatives.

Partnership Structure

By definition a heritage area assumes a network of partners collaborating to realize a shared vision, with the knowledge that by working with one another they can accomplish far more than when acting alone. The heritage area's management entity leads the effort, providing the framework for action through its management plan; offering leadership, incentives, technical assistance, and opportunities for financial support to partners; and fostering programs that stimulate partners to undertake projects and build the heritage area.

In the Patapsco Heritage Area, the Patapsco Heritage Greenway (PHG) is the management entity that will lead the effort. Key partners are the Maryland Heritage Areas Authority, Baltimore County, Howard County, the local destination marketing organizations (Enjoy Baltimore County and Visit Howard County), and Patapsco Valley State Park (MD DNR). Patapsco Valley State Park is a major resource encompassing much of the gorge and its tributary valleys where heritage resources and opportunities for visitors are concentrated. Other partners include a wide variety of organizations – public and private – with an interest in the heritage area who will participate in the heritage area by coordinating activities, supporting coordinating activities, implementing activities, and/or providing funding (see table 9.1).

PHG's role will be to foster successful collaboration among the partners to tell the heritage area's stories, make the linkages, and protect the heritage resources. This will be accomplished through meaningful community engagement on an ongoing basis, continually telling the story and promoting the vision, responding to local needs and priorities, and operating with an open, inclusive, and collaborative approach.

To grow and maintain successful collaborations among partners, the PHG staff and board will need to do the following:

Action 5.4.1a Function as the local coordinating management entity for the heritage area meeting requirements of the Maryland Heritage Area Authority.

Figure 9.2 Patapsco Heritage Greenway, Inc. – Partnership Structure

Patapsco Heritage Greenway, Inc.

Development Committee

Marketing Committee

Nominating Committee

Additional Standing Committees

Board of Directors

Executive Committee

Heritage Advisory Committee

Staff
Executive
Director/
Adm Assistant

Key Heritage Partners

| Maryland Heritage Areas Authority | Baltimore County/ Howard County | Enjoy Baltimore Co. Visit Howard Co. | Patapsco Valley State Park (MD DNR) |

Other Heritage Partners

| Heritage and Interpretive Sites | Historic Preservation Groups | Natural Resource Protection and Cons. Groups | Park and Recreation Sites |
| Community Organizations | Educational Organizations and Institutions | Scenic Byways Program/National Park Service | Others |

Table 9.1   Heritage Area Partners – Opportunities for Involvement

C = coordination
S = supporting coordination
M = implementation
F = potential funding

	Patapsco Heritage Greenway	Maryland Heritage Areas Authority	Baltimore County/Howard County	Visit Baltimore County	Enjoy Howard County	Patapsco Valley State Park (MD DNR)	Heritage and Interpretive Sites	Historic Preservation Groups	Educational Organizations and Institutions	Natural Resource and Conservation Organizations	Park and Recreation Sites	Historic Preservation Groups	Community Organizations	Scenic Byways Program	NPS Chesapeake Bay Office
Stewardship															
1.1 Public Appreciation of Heritage Resources	C/M	S/F		S/M	S/M	S/M	M	S/M	S/M	S/M	S/M	S/M	S/M	S/M	S/F
1.2 Historic Preservation	C/M	F	S/M/F			S/M/F	M	S/M	S/M	S/M/F	S/M		S/M	S/F	
1.3 Cultural Resource Preservation	C/M	F	S/M/F				M		S/M	S/M/F	S/M		S/M	S/F	
1.4 Archeological Resources Conservation and Stewardship	C/M	F	S/M/F			S/M/F	M	S/M	S/M	S/M/F	S/M	S/M	S/M	S/F	
1.5 Natural Resource Protection and Conservation	C/M	F	S/M/F			S/M/F	M			S/M	S/M/F	S/M		S/M	S/F
Interpretation															
2.1 Comprehensive Interpretive Planning	C/M	F		M	M	M	M	M	M	M	M	M	M		S/M/F
2.2 Unified Presentation of the Patapsco Valley's Stories	C/M	F		S/M	S/M	S/M/F	S/M	M	M	M	M	M		S/M/F	S/M/F
2.3 Interpretive Messaging and Materials	C/M	F		S/M	S/M	S/M/F	S/M	M	S/M	S/M	S/M	M	S/M	S/M/F	S/M/F
2.4 Programs and Events	C/M	F	S/M/F	S/M	S/M	S/M/F	S/M	M	S/M	S/M	M	M		S/M/F	S/M/F
2.5 Education	C/M	F	S/M/F			S/M/F	M	M	S/M	S/M	M	M		S/M/F	S/M/F
2.6 Research	C	F				S/M/F	M	M	S/M	S/M	M	M			S/M
Heritage Tourism															
3.1 Building Visibility and Growing Audiences	C/M	F		S/M/F	S/M/F		M		S/M	S/M	M			S/M	S/M
3.2 Orientation and Wayfinding	C/M	F	S/M/F	S/M/F	S/M/F	S/M/F	S				S/M		S/M	S/F	S/M/F
3.3 Heritage Experiences in Heritage Communities	C/M	F	S/M/F	S/M/F	S/M/F		M		M	S/M				S/F	S/M/F
3.4 Linkages	C/M	F		S/M/F	S/M/F	M	M				M			S/F	S/F
Heritage Recreation															
4.1 Heritage Recreation Experiences at Public Parks	S	F	S/M/F				C/M/F	S/M			C/S/M/F	C/S/M/F			S/M/F
4.2 Trail-Based Heritage Experiences	C/M	F	S/M/F				C/M/F	S/M			C/S/M/F	C/S/M/F			
Management															
5.1 Patapsco Heritage Greenway Organizational Management	C/M	F													
5.2 Financial and Asset Management	C/M								S	S	S/F	S	S		
5.3 Funding	C/M	F	F	F/S	F/S	S			M	S/M	S/M	M	M	S/F	S/M/F
5.4 Partnerships	C/M	F	S/M	S/M	S/M	M	M		M	S/M	M	M		S	S
5.5 Communications	C/M	F			S/M/F	S/M/F		M		S/M	M	M		S/M/F	S/M/F
5.6 Planning and Evaluation	C/M	S/M/F	S/M/F	M	M	S/M	M	S/M	M	M	M				

Action 5.4.1b   Work closely with key partners to maximize grant support and technical assistance to support PHG as the local coordinating entity. Key partners include the Maryland Heritage Areas Authority, Enjoy Baltimore County, Visit Howard County, Baltimore County, and Howard County.

Action 5.4.1c   Recognize heritage area partners whose missions support preservation of heritage resources and/or promote heritage tourism, including Patapsco Valley State Park (MD DNR).

Action 5.4.1d   Involve heritage partners in PHG management by maintaining a heritage advisory committee that serves in an advisory capacity to the board of directors.

Action 5.4.1e   Explore opportunities for formalizing partnerships with heritage partners through cooperative agreements stating the intentions of each party and the assumed outcomes. Establish cooperative agreements, if determined beneficial.

Assistance to Heritage Partners

PHG's partners are very diverse when it comes to their ability to serve visitors, raise funds, develop heritage tourism produces, or staying open and ready for visitors. One of the key roles that PHG can offer is to be a resource for those partners that can benefit from additional networking and technical assistance. As less advanced partners increase their ability to serve visitors and residents, the overall heritage tourism product for the Patapsco Valley and the region improves. Lessons learned from other heritage areas reveal that over time a small amount of assistance for challenged sites can lead to much-improved visitor experiences. A small amount of resources can go a long way in many cases. In general, in order to improve the heritage tourism experience through the Patapsco Valley, PHG should support growth and develop of the capacity and programs of its heritage partners.

To assist partners with meeting management goals for the heritage area, the PHG staff and board will need to do the following:

Action 5.4.2a   Establish guidelines for heritage partners to undertake self-assessments to determine how they can collaborate with the PHA initiative. Include in the guidelines indications as to how PHG might provide support for that collaboration.

Action 5.4.2b   Explore the feasibility of a grant making program for heritage partners; if feasible, implement the program.

Action 5.4.2c   Provide technical assistance to heritage partners for identification of grant opportunities and grant writing.

Action 5.4.2d Provide technical assistance to heritage partners for program and product development.

Action 5.4.2e Provide heritage area partner networking opportunities where information sharing occurs and opportunities for collaboration are explored.

Action 5.4.2f Explore formalizing a partnership with the NPS Chesapeake Bay Office that outlines how PHG and NPS will collaborate to further implement the Chesapeake Bay Gateways and Watertrails Network (CBGN); provide heritage partners with information regarding opportunities to become designated CBGN sites; available to CBGN sites technical assistance with grant applications for technical and financial assistance through the CBGN program.

Action 5.4.2g Hold an annual meeting for all heritage area stakeholders and partners.

Action 5.4.2h Provide annual awards to key heritage area partners and supporters.

Communications

Objective 5.5

Reach out to the heritage area's partners, stakeholders, residents, and visitors using a variety of media and techniques, broadening the scope of communications as programs grow.

Communications Plan

Effective communication will inform the public and stakeholders about what the heritage area is, the benefits it brings to the quality of life for residents, how it offers quality experiences for visitors, and how PHG and its partners make it all happen. While numerous partners can assist with communications with the general public, it is up to PHG to develop a strategy and process for communicating its activities and initiatives, delivering a strong, unified sense of the heritage area's brand and identity. This can best be accomplished by developing and implementing an annual communications plan that ensures that all communications – brochures, websites, press releases, invitations, and other communications – tie together the multiple communications needs and recommendations of PHG's marketing plan, development plan, and interpretive plan. Through synchronization of communications, PHG will better meet its business goals and build its brand.

To communicate PHG's activities and brand, the PHG staff and board will need to do the following:

Action 5.5.1a Develop and implement an annual communications plan that addresses upcoming communications opportunities, audiences, messages for each audience, activities, and media outreach.

Planning and Evaluation

Objective 5.6

Manage and routinely evaluate programs and activities in accordance with a long-term management framework designed to accomplish the Patapsco Heritage Greenway's mission.

Planning

PHG will carry out its future work in accordance with its approved management plan and annually apply to MHAA for matching grants to support its operations. While the management plan establishes the foundation principles and direction for the heritage area, it does not provide the details needed to guide PHG's daily or yearly activities. As a result, in accordance with MHAA requirements, PHG will collaborate with its destination marketing organizations to develop a 5-year action plan using the long-term management plan as the foundation. This plan will be submitted to MHAA for review and approval.

Subsequent to completing the 5-year action plan, PHG will develop an annual plan of work which follows the same outline as the 5-year action plan, adding interim points included in checklists to ensure that progress is made on each action step. PHG will submit the annual work plan to MHAA as part of its management grant application.

In addition, PHG will complete a strategic planning exercise every three years to clarify future direction, establish priorities, identify and address organizational problems, and improve organizational performance.

To manage the heritage area in accordance with its management plan and requirements of the Maryland Heritage Areas Program, the PHG staff and board will need to do the following:

Action 5.6.1a In consultation with Enjoy Baltimore County and Visit Howard County, develop and implement a 5-year action plan that meets requirements of the Maryland Heritage Areas Program.

Action 5.6.1b Develop and implement annual work plans that meet requirements of the Maryland Heritage Areas Program.

Action 5.6.1c In 2017, complete a strategic plan, including a review of programs and activities and reevaluation of management priorities. Update the strategic plan every three years thereafter.

Action 5.6.1d As appropriate, following amendment(s) to the heritage area boundaries (see action 5.6.4a), amend the long-term heritage area management plan and the five-year management plan.

Measuring Performance and Program Impact

After plans have been developed and PHG implements those plans, it will be important for the organization to measure its performance and impact. Following development of MHAA's strategic plan (MHAA 2009), there are specific expectations by MHAA for every state heritage area. PHG, as the management entity for the PHA, will be required to collect direct performance measures related to its goals and objectives. These measures will include an analysis of the amount of non-MHAA funding leveraged by activities listed in the heritage area's annual work plan, the extent to which activities outlined in the annual work plan are completed, and the degree to which the heritage area exhibits management capability. These data will be submitted as part of the heritage area's management grant final report and will be evaluated against performance targets established by MHAA.

To measure and document PHG's performance as a heritage area management entity, PHG staff and board will need to do the following:

Action 5.6.2a Report annually to MHAA on the amount and percent of funding leveraged by PHG in activities outlined in the annual work plan, including in-kind contributions and non-MHAA sources.

Action 5.6.2b Report annually to MHAA on the amount of activities completed in the annual work plan, including measurable activities and intangible contributions reported through testimonies or other documentation.

Action 5.6.2c Evaluate the heritage area's management capability based on accurate and timely submission of materials to MHAA, MHAA grant completion rates, and participation in the Maryland Coalition of Heritage Area activities; submit metric data annually to MHAA.

Action 5.6.2d Link annual work plan activities to a series of metrics that support three key categories of focus: developing heritage-based product, building partnerships, and sustaining regional identity; identify in the 5-year plan and annual work plans one metric from each MHAA category that is the area of priority; submit metric data annually to MHAA.

Action 5.6.2e Develop baseline performance data for the heritage area tied to metrics in MHAA's key categories of focus; develop and implement a system to track performance data annually.

Reporting

Reporting provides the basis for documenting progress toward goals and is required to receive funding for operating support from MHAA. The MHAA has explicit requirements for reporting annually on progress made toward meeting goals in annual plans and five-year plans, as well as for sharing minutes from management entity board meetings.

To document progress toward goals, PHG staff and board will need to do the following:

Action 5.6.3a   Submit an annual report to the PHG Board of Directors summarizing progress made toward accomplishing management goals and objectives.

Action 5.6.3b   Submit mid-term and annual reports to the Maryland Heritage Areas Program summarizing progress made toward accomplishing work plan activities identified in the annual work plan.

Action 5.6.3c   Submit annual reports to the Maryland Heritage Areas Program summarizing progress made toward accomplishing goals and objectives in the five-year management plan.

Action 5.6.3d   Send board meeting minutes and an updated list of PHG board members annually to the Maryland Heritage Areas Program.

Heritage Area Boundary Amendments

Periodic review of the heritage area boundary provides an opportunity to determine if the heritage area boundaries continue to meet the MHAA criteria and remain appropriate to achieve the desired goals and objectives of the management plan. Appendix A presents the MHAA boundary definition criteria and describes the methodology used to define the PHA heritage boundaries during the management planning process. Periodic review of the boundary will enable PHG to consider how well the boundaries have met the MHAA criteria and make adjustments as needed. It will also enable PHG to consider expanding (or reducing) the extent of the heritage area. Expansion would be considered if PHG wants to explore adding to the heritage area lands upstream or downstream along the Patapsco River and within its watershed where the heritage area's stories can be told, where heritage resources are concentrated, and where local governments and private interests are prepared to commit resources to preservation, conservation, and tourism development.

To determine if the heritage area continue to be appropriate over time, PHG staff and board will need to do the following:

Action 5.6.4a   Every five years, review the heritage area boundary for purposes of assessing the need for a boundary amendment; devise a plan and process for securing an amendment, as appropriate, given MHAA procedures in place at that time.

9.2 Implementation Plan

Future Plan Implementation

Heritage areas work to engage all interested parties and to leverage resources to accomplish the vision and goals for the heritage area. The heritage area's management plan provides the blueprint for coordinating the many collaborate efforts. It is an advisory document demonstrating awareness of the heritage area's partners and stakeholders, their "buy-in", and general support for management concepts. In the future, implementation of the approved plan will rely on efforts of these partners and stakeholders, coordinated by the Patapsco Heritage Greenway (PHG) as the Patapsco Heritage Area's designated management entity. Participation in plan implementation will be voluntary and will not be required as a result of potential actions identified in the approved management plan.

Full implementation of the management plan could be many years in the future and will depend upon securing funding and support from a variety of sources. Approval of the management plan does not guarantee that funding needed to implement the plan will be forthcoming. The management plan's recommended actions and the potential roles and responsibilities of partners are conceptual and do not obligate any partners to fund or allocate resources. Participation in the program does, however, qualify PHG and its partners and stakeholders – such as Baltimore County, Howard County, and others – for potential state matching grants for actions identified in the plan or that otherwise support accomplishing the goals for the Patapsco Heritage Area.

High, Moderate, and Low Priority Actions

Implementation of the recommended actions outlined in this management plan is expected to occur over time, generally within the ten years following plan approval by the Maryland Heritage Areas Authority. Management actions are assigned to one of three time periods for implementation:

- short-term (1 to 3 years) – highest priority and/or more readily accomplished
- mid-term (4 to 5 years) – moderate priority
- long-term (6 to 10 years) – lower priority and/or challenges will take longer to plan for and secure funding needed to implement

Highest Priority Actions

Table 9.2 presents the short-term highest priority actions on which the Patapsco Heritage Greenway (PHG) and its partners will collaborate in 2015, 2016, and 2017 in the Patapsco Heritage Area.

Moderate to Lower Priority Actions

Appendix C presents the moderate and lower priority actions on which the Patapsco Heritage Greenway (PHG) and its partners will collaborate over the mid- to long-term (2018 to 2024).

Project Types

Table 9.2 and table C.1 identify two types of project types:

- PHG in-house – actions which PHG will implement as the primary partner with little or no involvement of partners – PHG would be the project lead
- collaboration – actions which require participation and/or support from one or more partners – PHG might or might not be the project lead

Project Costs

Project costs are either recurring or capital. Recurring costs are generally associated with staff time and PHG routine operations. Other costs are one-time costs, generally associated with hiring contractors to assist with developing plans, providing technical support for website development, designing and printing/fabricating interpretive media and signage, hosting events, program costs, etc. All costs shown are estimates and subject to refinement during future detailed planning for each action.

Funding Sources

Funding sources for recurring costs are general operating funds from current sources as well as from anticipated funding from the Maryland Heritage Areas Program following approval of this management plan and certification of the heritage area by the Maryland Heritage Areas Authority. Capital projects indicated as potential grant funding would not be completed unless a supporting grant is secured. Some projects would be funding through special fundraising efforts within the context of developing and implementing a PHG resource development plan (which will be regularly updated).

Maryland Heritage Areas Authority (MHAA) Activity Categories

MHAA activity categories are defined by MHAA as the three key categories of focus for state heritage areas which are used for reporting progress towards goals. The categories include heritage tourism product development, partnership building, and sustaining regional identity. Heritage areas are required to track a series of metrics associated with its achievement for each category, identifying one metric for each category for which achievement is most relevant to accomplishing its goals and objectives.

Projected Budget for FY15, FY16, and FY17

PHG anticipates operating with a balanced budget during the first three years of plan implementation. Table 9.3 provides a summary of PHG's anticipated expenses and revenues for FY15, FY16, and FY17. During this period PHG anticipates modest excess revenue over expenses for each year.

Note that budget projections presented in table 9.3 are based on the actions outlined in the management plan and are for general management planning purposes only. The PHG Board of Directors has not approved the budgets for purposes of planning annual operations.

Table 9.2   Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	Project Type (PHG In-House / Collaboration)	Project Partners	Project Cost (2014 $)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
1.1	**Stewardship Management Actions – Public Appreciation of Heritage Resources**									
1.1.1a	Create a PHA digital library including plans, studies, historic research, and spatial data relevant stewardship of heritage resources; provide links to the digital library on the PHA website.	•	•	•	■	state and county agencies, historical societies	staff time, intern, pro bono	PHG operating funds	assembly of PHA digital library	Sustaining Regional Identity
1.1.1b	Document past, ongoing, and planned historic preservation and natural resource management programs and special projects within the heritage area; use the PHA website to publicize programs and projects to the public; include links to heritage partner websites for additional information.	•	•	•	◻	state and county agencies, historical societies	staff time, intern, pro bono	PHG operating funds	communication of info on website	Sustaining Regional Identity
1.1.1c	Make available on the PHA website a searchable database of heritage resources that provides the site name, street address, resource type, designations, fundamental/other important resources status, relationship to the interpretive framework, ownership, use, and access to the public; maintain accompanying GIS shape files (with metadata) documenting the location of heritage resources.		•	■		staff time, contractor	PHG operating funds, MHAA grant	staff time, website development ($15,000)	communication of info on website	Heritage Product Development, Sustaining Regional Identity
1.1.2a	Develop and implement a program to educate the public about the environmental, cultural, and economic benefits of historic preservation. (also see action 1.1.3)		•	■			staff time, intern, pro bono	PHG operating funds	implementation of program elements	Sustaining Regional Identity
1.1.2b	Educate the public about preservation and conservation issues so that they can make informed decisions about stewardship of heritage area resources.	•	•	■			staff time, intern, pro bono	PHG operating funds	communication of info on website; implementation of program elements	Sustaining Regional Identity
1.1.3b	Participate in advocacy days coordinated by historic preservation organizations.	•	•	•	◻	Preservation Maryland, National Council of State Historic Preservation Officers, Maryland Historical Trust, National Alliance of Heritage Areas	staff time, intern, pro bono	PHG operating funds	attendance at advocacy days and communication of concerns with officials	Partnership Building, Sustaining Regional Identity, Organiza- tional
1.1.3c	Participate in advocacy days coordinated by conservation and natural resource management	•	•	•	◻	to be determined	staff time, intern, pro bono	PHG operating funds	attendance at advocacy days and	Partnership Building, Sustaining

Table 9.2   Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	Project Type (PHG In-House / Collaboration)	Project Partners	Project Cost (2014 $)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
	organizations.								communication of concerns with officials	Regional Identity, Organiza-tional
1.1.3d	Actively engage elected officials in Baltimore County and Howard County to provide insight and commentary on stewardship issues within the heritage area.	●	●	●	▣ Collaboration	Baltimore County elected officials, Howard County elected officials	staff time, intern, pro bono	PHG operating funds	participation with elected officials on stewardship issues	Sustaining Regional Identity, Partnership Building
1.1.3e	Encourage local grantmakers to fund resource stewardship projects.	●	●	▣ Collaboration		local grantmakers	staff time, intern, pro bono	PHG operating funds	identification of grantmakers, increased giving to stewardship projects	Sustaining Regional Identity
1.1.3f	Encourage nomination of historic sites to the Endangered Maryland and the National Historic Trust's List of the Most Endangered Historic Places when appropriate.	●	●	●	□ Collaboration	Preservation Maryland, historical societies, Maryland Historical Trust	staff time, intern, pro bono	PHG operating funds	nomination of sites to endangered lists	Sustaining Regional Identity
1.1.3g	Develop a network of contacts within Baltimore County and Howard County departments and at Patapsco Valley State Park (PVSP) (MD DNR) engaged in planning studies and management activities affecting heritage area resources; establish routine communications for purposes of staying informed on relevant activities.	●	●	●	▣ Collaboration	Baltimore County Departments, Howard County Departments, PVSP (MD DNR)	staff time, intern, pro bono	PHG operating funds	regular communica-tions with county staffs	Sustaining Regional Identity, Partnership Building
1.1.3h	Engage as an active stakeholder in planning efforts and special studies affecting heritage resources, when deemed appropriate.	●	●	●	▣ Collaboration	Baltimore County Departments, Howard County Departments, PVSP (MD DNR)	staff time, intern, pro bono	PHG operating funds	participation as a stakeholder in planning studies and management activities	Sustaining Regional Identity, Partnership Building

1.2   Stewardship Management Actions – Historic Resource Stewardship

Action Ref #	Action	FY 15	FY 16	FY 17	Project Type	Project Partners	Project Cost (2014 $)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
1.2.2a	Identify emerging historic preservation initiatives and identify ways in which PHG could support ongoing activities and emerging initiatives; each year focus on collaboration with one identified partner.	●	●	●	□ Collaboration	Maryland Historical Trust, Howard County, Baltimore County, historic societies, PVSP (MD DNR)	staff time, intern, pro bono	PHG operating funds	identification of issues, annual collaboration with partner	Sustaining Regional Identity, Partnership Building
1.2.2b	Identify historic preservation issues and communicate key issues to heritage partners.	●	●	●	▣ Collaboration	Maryland Historical Trust, Howard County, Baltimore County, historic societies	staff time, intern, pro bono	PHG operating funds	identification of issues, project collaboration with partners	Sustaining Regional Identity, Partnership Building

Table 9.2   Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	PHG In-House	Collaboration	Project Partners	Project Cost (2014 $)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
1.2.2c	Support community organizations and stakeholders endeavoring to initiate the process of local historic district designation.	•	•	•		☐	Maryland Historical Trust, Howard County, Baltimore County, historic societies	staff time, intern, pro bono	PHG operating funds	participation in efforts to designate local historic districts	Sustaining Regional Identity, Partnership Building
1.2.2d	Support strengthening local historic preservation programs, laws, and regulations to incentivize stabilization, rehabilitation, restoration, or adaptive reuse of historic structures.	•	•	•		☐	Howard County, Baltimore County	staff time, intern, pro bono	PHG operating funds	participation in efforts to enhance local historic preservation efforts	Sustaining Regional Identity, Partnership Building
1.2.2e	Collaborate with Patapsco Valley State Park (PVSP) (MD DNR) and the Friends of PVSP to identify historic resources within the park that are in need of treatment; work with MD DNR and the Friends of PVSP to develop treatment plans and to explore funding options. Include high priority projects for which PHG can provide support in annual work plans or in the five-year plan. (also see action 4.1.1a)	•				☐	PVSP (MD DNR), Friends of PVSP	staff time, intern, pro bono	PHG operating funds	identification of historic resources in the park in need of treatment; inclusion of high priority projects in work plans	Sustaining Regional Identity, Partnership Building
1.2.3a	Provide contact information on the PHA website for technical assistance from state and local agencies and historic preservation organizations to address historic resource preservation issues and identifying preservation opportunities.	•	•	•	▦		Maryland Historical Trust, Howard County, Baltimore County, historic societies	staff time, intern, pro bono	PHG operating funds	communication of info on website	Sustaining Regional Identity
1.2.3b	Encourage partners interested in undertaking historic resource preservation projects to attend training offered through the MHHA program.	•	•	•	▦		Maryland Historical Trust, Howard County, Baltimore County, historic societies	staff time, intern, pro bono	PHG operating funds	communication of info on website	Sustaining Regional Identity
1.2.4a	Communicate availability of historic preservation grant opportunities.	•	•	•	▦			staff time, intern, pro bono	PHG operating funds	communication of info on website and via other media and events	Sustaining Regional Identity
1.2.4b	Continue to provide technical assistance and grant application instruction to grant seekers.	•	•	▦			Maryland Historical Trust, Howard County, Baltimore County, historic societies	staff time, intern, pro bono	PHG operating funds	completion of grant applications	Sustaining Regional Identity

Table 9.2   Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	Project Type	Project Partners	Project Cost (2014 $)	Funding Sources	Desired Outcome/ Measurable Results	MHHA Activity Category

1.3 Stewardship Management Actions – Cultural Resource Stewardship

Action Ref #	Action	Project Type	Project Partners	Project Cost (2014 $)	Funding Sources	Desired Outcome/ Measurable Results	MHHA Activity Category
1.3.1a	On the PHA website provide information on the heritage area's cultural resources.	● ■		staff time, intern, pro bono	PHG operating funds	communication of info on website	Sustaining Regional Identity
1.3.1b	Determine potential support for preparing a full inventory of cultural resources that are important to sustaining the heritage area's regional identity; explore funding options and complete the inventory when possible.	● ▢	Maryland State Arts Council's Traditions Program, Howard County Arts Council, Baltimore County Commission on Arts and Sciences	staff time, intern, pro bono	PHG operating funds	assessment of support, securing funding, completed inventory	Sustaining Regional Identity, Partnership Building
1.3.2a	Incorporate procedures within the PHG communications plan regarding providing information on cultural resource sites, services, and events.	● ■		staff time, intern, pro bono	PHG operating funds		
1.3.3a	Provide contact information on the PHA website for technical assistance from state and local agencies and other organizations to address cultural resource preservation issues and identify preservation opportunities.	● ■	Maryland State Arts Council's Traditions Program, Howard County Arts Council, Baltimore County Commission on Arts and Sciences, others	staff time, intern, pro bono	PHG operating funds	communication of info on website	Sustaining Regional Identity, Building Partnerships
1.3.3b	Encourage partners interested in undertaking cultural resource preservation projects to attend training offered through the MHHA program.	● ● ■	Maryland State Arts Council's Traditions Program, Howard County Arts Council, Baltimore County Commission on Arts and Sciences, others	staff time, intern, pro bono	PHG operating funds	communication of info on website	Sustaining Regional Identity, Building Partnerships
1.3.4a	Communicate availability of cultural resource preservation grant opportunities.	● ■	MD State Arts Council's Traditions Program, Howard County Arts Council, Baltimore County Commission on Arts and Sciences	staff time, intern, pro bono	PHG operating funds	communication of info on website and via other media and events	Sustaining Regional Identity
1.3.4b	Continue to provide technical assistance and grant application instruction to grant seekers.	● ■		staff time, intern, pro bono	PHG operating funds	completion of grant applications	Sustaining Regional Identity

1.4 Stewardship Management Actions – Archeological Resource Stewardship

Action Ref #	Action	Project Type	Project Partners	Project Cost (2014 $)	Funding Sources	Desired Outcome/ Measurable Results	MHHA Activity Category
1.4.2d	Collaborate with Patapsco Valley State Park (PVSP) (MD DNR) and the Friends of PVSP to identify archeological resources within the park that are in need of treatment and/or protection; work with MD DNR and the Friends to explore options for site research, treatment, and interpretation, and to explore funding options. Include high	● ▢	PVSP (MD DNR), Friends of PVSP, Maryland Historical Trust, historical societies, archeological scholars	staff time, intern, pro bono	PHG operating funds, grant funding	identification of archeological resources in the park in need of treatment and/or protection, inclusion of high priority projects in work	Sustaining Regional Identity, Partnership Building

Table 9.2   Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	Project Type (PHG in House / Collaboration)	Project Partners	Project Cost (2014 $)	Funding Sources	Desired Outcome / Measurable Results	MHHA Activity Category
	priority projects for which PHG can provide support in annual work plans or in the five-year plan. (also see action 4.1.1a)								plans	
1.4.4a	Provide contact information on the PHA website for technical assistance from state and local agencies and other organizations to address archeological resource conservation issues and identify conservation opportunities.	•			▣	Maryland Historical Trust, Baltimore County, Howard County, historical societies, archeological scholars	staff time, intern, pro bono	PHG operating funds, grant funding	communication of info on website	Sustaining Regional Identity, Building Partnerships
1.4.4b	Encourage partners interested in undertaking archeological resource conservation projects to attend training offered through the MHHA program.	•	•		▣	Maryland Historical Trust, Baltimore County, Howard County, historical societies, archeological scholars	staff time, intern, pro bono	PHG operating funds, grant funding	communication of info on website	Sustaining Regional Identity, Building Partnerships
1.4.5a	Communicate availability of archeological resource conservation grant opportunities.	•			▣		staff time, intern, pro bono	PHG operating funds	communication of info on website and via other media and events	Sustaining Regional Identity
1.4.5b	Continue to provide technical assistance and grant application instruction to grant seekers.	•	•	•	▣		staff time, intern, pro bono	PHG operating funds	completion of grant applications	Sustaining Regional Identity

1.5   Stewardship Management Actions – Natural Resource Stewardship

Action Ref #	Action	FY 15	FY 16	FY 17	Project Type (PHG in House / Collaboration)	Project Partners	Project Cost (2014 $)	Funding Sources	Desired Outcome / Measurable Results	MHHA Activity Category
1.5.1a	Stay abreast of ongoing research regarding the health and condition of the heritage area's natural resources; update the digital library of natural resource studies pertinent to the heritage area.	•	•	•	▣	Maryland Department of Planning, Maryland Department of Natural Resources, Baltimore County, Howard County, Center for Watershed Protection, other stakeholders	staff time, intern, pro bono	PHG operating funds	expansion of PHA digital library	Sustaining Regional Identity
1.5.2a	Identify emerging natural resource protection and conservation initiatives and identify ways in which PHG could support ongoing activities and emerging initiatives. Each year focus on collaboration with one identified partner.	•	•		▣	MD DNR, Baltimore County, Howard County, other stakeholders	staff time, intern, pro bono	PHG operating funds	identification of issues, annual collaboration with partner	Sustaining Regional Identity, Partnership Building
1.5.2b	Identify natural resource issues and communicate key issues to partners and stakeholders.	•	•		▣	MD DNR, Baltimore County, Howard County, other stakeholders	staff time, intern, pro bono	PHG operating funds	identification of issues, project collaboration with partners	Sustaining Regional Identity, Partnership Building

Table 9.2   Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	PHG In-House	Collaboration	Project Partners	Project Cost (2014 $)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
1.5.2c	Continue to participate in ongoing watershed planning efforts.	●	●	●		◘	Baltimore County Department of Environmental Protection and Sustainability, Howard County Office of Environmental Sustainability	staff time, intern, pro bono	PHG operating funds	participation in completed watershed plans	Sustaining Regional Identity, Partnership Building
1.5.2d	Advocate for additional watershed planning, monitoring, and funding for watershed improvement.	●	●	●	▨			staff time, intern, pro bono	PHG operating funds	actions taken to support funding for watershed improvement	Sustaining Regional Identity
1.5.2e	Continue to administer programs to educate residents and visitors regarding water quality issues in the Patapsco River, such as supervision of fieldwork by volunteers to perform stream watches, complete stream cleanups, perform storm drain stenciling, and complete other related water quality management tasks.	●	●	●		◘	MD DNR, Baltimore County, Howard County, Center for Watershed Protection, other stakeholders	staff time, program costs (variable – TBD)	PHG operating funds, grant funding (such as Columbia Foundation, Keep Maryland Beautiful, REI)	completion of events, such as stream watches, stream cleanups, storm drain stenciling, completion of other program elements	Sustaining Regional Identity
1.5.2f	Continue to host periodic events to educate residents and visitors regarding forest management issues, such as supervision of tree plantings and tree maintenance by volunteers at selected sites within the heritage area.	●	●	●		◘	MD DNR, Baltimore County, Howard County, Center for Watershed Protection, other stakeholders	staff time, program costs (variable – TBD)	PHG operating funds, grant funding (such as Columbia Foundation, Keep Maryland Beautiful, REI)	completion of events, such as tree plantings and tree maintenance, completion of other program elements	Sustaining Regional Identity
1.5.2g	Continue to host periodic events to educate residents and visitors regarding invasive species issues, such as supervision of fieldwork by volunteers to remove selected invasive species from sites within the heritage area.	●	●	●		◘	MD DNR, Baltimore County, Howard County, Center for Watershed Protection, other stakeholders	staff time, program costs (variable – TBD)	PHG operating funds, grant funding (such as Columbia Foundation, Keep Maryland Beautiful, REI)	completion of events, such as invasive species removal, completion of other program elements	Sustaining Regional Identity
1.5.2h	Continue to provide a variety of learning programs focused on natural resource conservation issues in the heritage area.	●	●	●		◘	MD DNR, Baltimore County, Howard County, Howard County Public School System, Baltimore County Public Schools, other educational institutions, other stakeholders	staff time, program costs (variable – TBD)	PHG operating funds, grant funding (such as Columbia Foundation, Keep Maryland Beautiful, REI)	implementation of learning program elements	Sustaining Regional Identity

Table 9.2   Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	PHG In House	Collaboration	Project Partners	Project Cost (2014$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
1.5.2i	Collaborate with Patapsco Valley State Park (PVSP) (MD DNR) and the Friends of PVSP to identify natural resource management issues in the park and to explore options for addressing those issues; work with MD DNR and the Friends of PVSP to develop management strategies to address issues and to explore funding options. Include high priority projects in annual work plans or in the five-year plan. (also see action 4.1.1a)			•		▣	PVSP (MD DNR), Friends of PVSP	staff time, intern, pro bono	PHG operating funds	identification of natural resource management issues in the park, identification of options to address natural resource management issues, inclusion of high priority projects in work plans	Sustaining Regional Identity
1.5.2k	Support efforts to permanently protect lands identified as of conservation interest in existing plans. explore funding options; work with partners to acquire conservation easements or lands in fee; devise long term ownership/stewardship strategies for protected lands; where possible seek to permit public access to protected lands. (also see action 4.4.1e)	•	•			▣	Baltimore County, Howard County, Howard County Conservancy, Rockburn Land Trust, NeighborSpace, PVSP (MD DNR)	staff time, intern, pro bono	PHG operating funds	permanent protection of lands of conservation interest	Sustaining Regional Identity
1.5.2l	Respond to Partners for Open Space (POS) Action Alerts by forwarding information to individuals and organizations on the PHG mailing list.	•	•		▣			staff time, intern, pro bono	PHG operating funds	forwarding of information in response to POS Action Alerts	Sustaining Regional Identity
1.5.2m	Attend POS seminars and training opportunities (extend invitations to PHG members).	•	•	•	▣			staff time, intern, pro bono	PHG operating funds	participation in POS events	Sustaining Regional Identity
1.5.2n	Stay informed and report back to POS regarding Baltimore County, Howard County, and Maryland Department of Natural Resources initiatives of potential interest to POS.	•	•		▣			staff time, intern, pro bono	PHG operating funds	reporting to POS	Sustaining Regional Identity
1.5.3a	Provide contact information on the PHA website for technical assistance from state and local agencies and conservation organizations to address natural resource stewardship issues and identify stewardship opportunities.	•	•		▣			staff time, intern, pro bono	PHG operating funds	communication of info on website	Sustaining Regional Identity, Building Partnerships
1.5.3b	Encourage partners interested in undertaking natural resource conservation projects to attend training offered through the MHHA program.	•	•	•	▣			staff time, intern, pro bono	PHG operating funds	communication of info on website	Sustaining Regional Identity, Building Partnerships

Table 9.2   Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	PHG In-House	Collaboration	Project Partners	Project Cost (2014 $)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
1.5.4a	Communicate availability of natural resource conservation grant opportunities.	●	●	●	■			staff time, intern, pro bono	PHG operating funds	communication of info on website and via other media and events	Sustaining Regional Identity
1.5.4b	Continue to provide technical assistance and grant application instruction to grant seekers.	●	●	●	■			staff time, intern, pro bono	PHG operating funds	submission of grant applications	Sustaining Regional Identity

2.1   Interpretation Management Actions – Interpretive Planning

Action Ref #	Action	FY 15	FY 16	FY 17	PHG In-House	Collaboration	Project Partners	Project Cost (2014 $)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
2.1.1a	Develop and implement a PHA comprehensive interpretive plan (CIP) that provides a 5- to 10-year vision for the heritage area's interpretive and educational program.	●				□	contractor, PVHP, Friends, of PVSP, Howard and Baltimore County Departments of Recreation and Parks, historical societies, heritage partners, stakeholders	CIP development ($25,000)	MHAA grant	completion and implementation of CIP	Sustaining Regional Identity, Heritage Product Development
2.1.2a	Develop and implement an annual implementation plan (AIP), charting short-range actions which will achieve the long-range vision for the heritage area's interpretive and education program.	●			■			staff time, intern, pro bono	PHG operating funds, grant funding	implementation of AIP elements	Sustaining Regional Identity, Heritage Product Development
2.1.3a	Identify and assemble plans, documents, and inventories needed to support interpretive planning.	●	●		■			staff time, intern, pro bono	PHG operating funds	expansion of PHA digital library	Sustaining Regional Identity, Heritage Product Development

2.2   Interpretation Management Actions – Presentation of the Valley's Stories

Action Ref #	Action	FY 15	FY 16	FY 17	PHG In-House	Collaboration	Project Partners	Project Cost (2014 $)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
2.2.1a	Meet with heritage partners and stakeholders to present the PHA comprehensive interpretive plan; make digital and hard copies of the plan available to partners.	●			■		heritage partners, stakeholders	staff time, intern, pro bono	PHG operating funds	communication of information at meetings	Sustaining Regional Identity, Heritage Product Development
2.2.1b	Develop and distribute a poster that summarizes and illustrates the heritage area's interpretive framework.	●	●	●		□	contractor, Enjoy Baltimore County, Visit Howard County	$7,500	grant funding, pro bono	completion and distribution of poster	Heritage Product Development
2.2.1d	Identify heritage partners interested in developing (or updating) an interpretive plan; work with those identified to secure funding for plan development.	●				□	heritage partners	staff time, intern, pro bono	PHG operating funds	communication of information, assistance with securing funding for interpretive planning	Heritage Product Development, Sustaining Regional Identity

Table 9.2   Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY15	FY16	FY17	PHG In House	Collaboration	Project Partners	Project Cost (2014 $)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
2.2.1e	Encourage grant applications from heritage partners requesting support for interpretive media, programs, events, and research that are consistent with the heritage area's interpretive framework.	●	●	●	▣			staff time, intern, pro bono	PHG operating funds	communication of information, submission of grant applications consistent with interpretive framework	Heritage Product Development, Sustaining Regional Identity
2.2.2a	Encourage grant applications from heritage partners requesting support for joint interpretive programs and events that are consistent with the heritage area's interpretive framework.		●		▣			staff time, intern, pro bono	PHG operating funds	communication of information, submission of joint program grant applications	Heritage Product Development, Sustaining Regional Identity
2.2.2b	Working with heritage partners, develop visitor experience passes with incentives for visitors to go to multiple heritage area sites.		●			▣	Visit Howard County, Enjoy Howard County	staff time, intern, pro bono	PHG operating funds	implementation of pass program	Heritage Product Development, Sustaining Regional Identity
2.2.3a	Orient heritage partners regarding the MHAA's technical assistance program.	●	●	●	▣			staff time; intern, pro bono	PHG operating funds	communication of information	Heritage Product Development
2.2.3b	Encourage heritage partners to subscribe to PHA digital communications and to connect with the heritage area via social media to receive information on PHA-affiliated grant opportunities.	●	●	●	▣			staff time, intern, pro bono	PHG operating funds	increased subscription to digital communication and social media outlets	Partnership Building
2.2.4a	Communicate to partners that PHA will consider interpretive planning and programming grants that are consistent with the heritage area interpretive framework as more competitive when ranking grant applications for submission to MHAA.	●	●		▣			staff time, intern, pro bono	PHG operating funds	communication of information, submission of grant applications consistent with interpretive framework	Heritage Product Development, Organizational

2.3   Interpretation Management Actions – Interpretive Messaging

Action Ref #	Action	FY15	FY16	FY17	PHG In House	Collaboration	Project Partners	Project Cost (2014 $)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
2.3.1a	On the PHA website, present a comprehensive overview of the heritage area's purpose, historic significance, and thematic framework for interpretation.	●	●	●	▣		contractory	staff time, website development ($15,000)	PHG operating funds, MHAA grant	communication on website	Heritage Product Development, Sustaining Regional Identity
2.3.1b	On the PHA website, orient visitors to the heritage area by providing pre-visit information on interpretive sites to visitors and residents wishing to explore the heritage area.		●			▣	contractor, Enjoy Baltimore County, Visit Howard County	staff time, website development ($15,000)	PHG operating funds, MHAA grant	communication on website	Heritage Product Development, Sustaining Regional Identity

Table 9.2   Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref#	Action	FY 15	FY 16	FY 17	PHG In-House / Collaboration	Project Partners	Project Cost (2014$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
2.3.2a	Develop and distribute a new map and guide that helps residents and visitors understand the heritage area's significance and major stories, and orients people to available heritage experiences.	●	●	●	□	contractor (UMBC), Enjoy Baltimore County, Visit Howard County	staff time, unpaid internship, printing ($5,000)	PHG operating funds, student internship, MHAA grant	distribution of map/guide	Heritage Product Development, Sustaining Regional Identity

2.4 Interpretation Management Actions – Programs and Events

Action Ref#	Action	FY 15	FY 16	FY 17	PHG In-House / Collaboration	Project Partners	Project Cost (2014$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
2.4.2b	Identify local festivals and events that could easily tie to the heritage area's interpretive framework; work with identified festival organizers to use the PHA interpretive themes in their marketing information and in their programming.	●	●	●	□	Enjoy Baltimore County, Visit Howard County, Historic Ellicott City, Ellicott City Historic District Partnership, heritage partners	staff time, intern, pro bono	PHG operating funds	identification of appropriate events, use of PHA interpretive themes in event marketing materials	Sustaining Regional Identity
2.4.2c	Support public festivals and events in heritage communities.	●	●	●	□	Enjoy Baltimore County, Visit Howard County, Historic Ellicott City, Ellicott City Historic District Partnership, heritage partners	staff time, intern, pro bono	PHG operating funds	festivals and events supported by PHG	Sustaining Regional Identity
2.4.2d	Identify which publicly-owned heritage resource sites are visitor-ready.	●	●		□	Enjoy Baltimore County, Visit Howard County, Historic Ellicott City, Ellicott City Historic District Partnership, heritage partners	staff time, intern, pro bono	PHG operating funds	identification of heritage resource sites that are visitor-ready	Heritage Product Development
2.4.2e	Encourage groups to hold programs and events at visitor-ready sites.	●			□	Enjoy Baltimore County, Visit Howard County, Historic Ellicott City, Ellicott City Historic District Partnership, heritage partners, historical societies	staff time, intern, pro bono	PHG operating funds	hosting of events at visitor-ready sites	Heritage Product Development
2.4.3i	Collaborate with Maryland's Historic National Road to explore opportunities to support (e.g., interpretation, marketing, and communications) for the section of the National Road within the heritage area; implement projects.	●	●		□	MD SHA, MD DOT, MD National Road, heritage partners, stakeholders	staff time, intern, pro bono	PHG operating funds	implementation of enhanced interpretive programming along National Road	Heritage Product Development, Sustaining Regional Identity
2.4.3j	Explore opportunities for collaborating with the NPS Chesapeake Bay Office and its trail partners in the development of the Captain John Smith Chesapeake National Historic Trail along or near	●	●		□	NPS Chesapeake Bay Office, Chesapeake Conservancy, Baltimore National Heritage Area	staff time, intern, pro bono	PHG operating funds	implementation of enhanced interpretive programming along the Captain John	Heritage Product Development, Sustaining Regional Identity

Table 9.2   Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	PHG In-House	Collaboration	Project Partners	Project Cost (2014$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
	the Patapsco River in the Elkridge area; implement projects.									Smith Chesapeake National Historic Trail	

2.5 Interpretation Management Actions – Education

Action Ref #	Action	FY 15	FY 16	FY 17	PHG In-House	Collaboration	Project Partners	Project Cost (2014$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
2.5.1a	Continue to sponsor periodic history lectures for the general public.	•	•	•	■			staff time, speaker honoraria ($3,000)	PHG operating funds	continuation of history lectures	Heritage Product Development
2.5.1b	Identify ways to meet educational goals through programs based within the PHA; explore funding options; implement programs.	•	•			☐	Howard County Public School System, Baltimore County Public Schools, heritage partners	staff time, intern, pro bono	PHG operating funds	report on goals and ways to use heritage area sites	Heritage Product Development, Sustaining Regional Identity
2.5.1c	Explore development of a bus fund for public school students to provide transportation to heritage area sites where educational programs are offered by heritage partners.		•			☐	Howard County Public School System, Baltimore County Public Schools, Howard County Conservancy, heritage partners, stakeholders	staff time, transportation (TBD)	PHG operating funds, MHAA grant, private sponsor	use of buses to bring students to events and partner sites	Heritage Product Development, Sustaining Regional Identity

2.6 Interpretation Management Actions – Research

Action Ref #	Action	FY 15	FY 16	FY 17	PHG In-House	Collaboration	Project Partners	Project Cost (2014$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
2.6.1a	Identify research needed to further document the heritage area's history; explore funding; provide grants for needed research.	•	•		■		historical societies, Hal Sharp	staff time, intern, pro bono, research (TBD)	grant funding	publication of research findings	Heritage Product Development, Sustaining Regional Identity

3.1 Heritage Tourism Management Actions – Visibility and Audiences

Action Ref #	Action	FY 15	FY 16	FY 17	PHG In-House	Collaboration	Project Partners	Project Cost (2014$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
3.1.1a	Create and implement a PHA identity and branding plan, applying recommendations to all program materials, website, marketing materials and published materials.	•	•	•	■		contractor, Visit Howard County, Enjoy Baltimore County	identity and branding plan ($15,000), printing marketing materials ($10,000)	grant funding	implementation of identity and branding plan	Organizational
3.1.1b	Develop guidelines for use of the heritage area identity and branding by heritage partners, including logo, tagline, and branding elements; distribute the logo, tagline and branding elements to heritage partners with incentives for participation.	•	•	•	■			staff time, printing (minimal cost)	PHG operating funds	development and distribution of guidelines	Partnership Building

Table 9.2   Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref#	Action	FY 15	FY 16	FY 17	PHG In House	Collaboration	Project Partners	Project Cost (2014 $)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
3.1.2a	Complete and implement an annual communications plan that addresses the following: - upcoming communications opportunities - audiences - messages and desired outcomes for each audience - activities (priorities, timing considerations, resources needed for the website, social media and evolving digital technologies, print media, promotions, events, annual report, and materials to support the heritage area's development plan) - media outreach (reaching audiences through media releases, editorial board meetings, familiarization tours, press conferences, invitations to events, special previews, etc.)			●	■		contractor	initial annual plan ($15,000), subsequent annual plans ($5,000 each)	grant funding	implementation of annual communications plan	Organiza-tional
3.1.2b	Encourage partners to submit their events and programs to PHG and destination marketing organizations.	●	●	●		▣	heritage partners, Enjoy Baltimore County, Visit Howard County, Ellicott City Historic District Partnership	staff time, intern, pro bono	PHG operating funds	provision of more information from heritage area partners to destination marketing organizations	Heritage Product Development, Organiza-tional
3.1.2c	Work with Visit Howard County and Enjoy Baltimore County to draw the events and programs within the heritage area into a heritage area calendar of events hosted on the heritage area's website.	●	●	●		▣	Enjoy Baltimore County, Visit Howard County	staff time, intern, pro bono	PHG operating funds	creation of a heritage area calendar hosted on PHA website	Heritage Product Development, Sustaining Regional Identity, Organiza-tional
3.1.3a	Create a new website dedicated exclusively to the heritage area, incorporating PHA's identity and branding messages.	●	●	■			contractor	website development ($15,000)	PHG operating funds, MHAA grant	creation of a new PHA website	Heritage Product Development, Sustaining Regional Identity
3.1.3b	Include on the heritage area website a section that provides a general thematic overview, visitor itineraries, links to the Visit Howard County and Enjoy Baltimore County websites, and a link to the MD Office of Tourism Dev website.	●		▣			contractor	website development ($15,000)	PHG operating funds, MHAA grant	creation of a new PHA website	Heritage Product Development, Sustaining Regional Identity

Table 9.2   Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	PHG In House	Collaboration	Project Partners	Project Cost (2014 $)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
3.1.3d	Include the heritage area calendar of events (see action 3.1.2c) on the heritage area website.		•	•		□	contractor, Enjoy Baltimore County, Visit Howard County	website development ($15,000)	PHG operating funds, MHAA grant	creation of a new PHA website	Heritage Product Development, Sustaining Regional Identity
3.1.3e	Encourage heritage partners to communicate availability of information on the PHA website through links on partner websites and in other partner digital media.	•	•	•		□	heritage area partners	staff time, intern, pro bono	PHG operating funds	dissemination of information, increase in website visitation	Heritage Product Development, Sustaining Regional Identity
3.1.3f	Improve visibility of the heritage area through search engine optimization.		•	•	▣			staff time, intern, pro bono	PHG operating funds	increased PHA visibility on the internet	Organiza-tional
3.1.3j	Encourage heritage partners to include a link to the heritage area's website on their website.			•		□	heritage area partners	staff time, intern, pro bono	PHG operating funds	addition of links to PHA website on heritage partner websites	Partnership Building, Organiza-tional
3.1.3k	Encourage tourism-related businesses to include a link to the heritage area website on their website.	•	•	•		□	tourism-related businesses	staff time, intern, pro bono	PHG operating funds	addition of links to PHA website on tourism-business websites	Partnership Building, Organiza-tional
3.1.4b	Work with heritage partners, Patapsco Valley State Park (PVSP) (MD DNR), Visit Howard County, Enjoy Baltimore County, and heritage partners to develop a baseline of attendance at key heritage area sites and attractions.		•	•		□	PVSP, Enjoy Baltimore County, Visit Baltimore, heritage partners	staff time, intern, pro bono	PHG operating funds	documentation of baseline attendance at heritage area partner sites	Partnership Building
3.1.4c	Require and/or incentivize heritage partners to track attendance and visitation and to identify whether visitors made their travel decisions based upon the heritage area.			•		□	PVSP, Enjoy Baltimore County, Visit Baltimore, heritage partners	staff time, intern, pro bono	PHG operating funds	ongoing compilation of attendance at heritage area partner sites	Partnership Building
3.1.5c	Collaborate with Visit Howard County and Enjoy Baltimore County during development of their annual marketing plans to ensure that plans submitted for funding to the Maryland Office of Tourism Development address how the heritage area will be marketed.	•	•	•		□	Visit Howard County, Enjoy Baltimore County	staff time, intern, pro bono	PHG operating funds	increase in funding to heritage partners	Heritage Tourism Product Development, Partnership Building
3.1.6b	Encourage local foundations and corporations to provide support and investment in the Patapsco Valley's heritage tourism product.		•	•		□	all local and regional foundations and corporations	staff time, intern, pro bono	PHG operating funds	increase in funding to heritage partners	Partnership Building

Table 9.2   Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	PHG In House	Collaboration	Project Partners	Project Cost (2014$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category IV
3.2 Heritage Tourism Management Actions – Orientation and Wayfinding											
3.2.1a	Continue to collaborate with Visit Howard County to have the Howard County Welcome Center serve as the primary visitor orientation center for the heritage area.	•	•	•		▫	Enjoy Howard County	staff time, intern, pro bono	PHG operating funds	continuation of Howard County Welcome Center as primary PHA orientation center	Partnership Building, Sustaining Regional Identity
3.1.2c	Provide the Howard County Welcome Center and other existing visitor centers at heritage area partner sites with appropriate heritage area interpretive materials and guides for distribution to the public.		•	•	▪		Enjoy Howard County, Benjamin Banneker Historical Park and Museum, PVSP visitor centers, other visitor centers	printed materials ($5,000 annually)	PHG operating funds	information provided for distribution to visitors	Partnership Building, Sustaining Regional Identity
3.3 Heritage Tourism Management Actions – Heritage Communities											
3.3.1d	Support economic revitalization strategies and infrastructure improvements within heritage communities that strengthen downtown centers, stabilize neighborhoods, enhance streetscape and community character, enhance natural resources, and provide recreation opportunities.	•	•	•		▫	Enjoy Baltimore County, Visit Howard County, heritage communities	staff time, intern, pro bono	PHG operating funds	implementation of economic revitalization strategies and infrastructure improvements in heritage communities	Partnership Building
3.3.1e	Support Main Street designation for the heritage area's historic communities.	•	•	•		▫	Howard County, Baltimore County, Ellicott City Historic District Partnership	staff time, intern, pro bono	PHG operating funds	designation of Main Street programs in PHA's historic communities	Sustaining Regional Identity, Partnership Building
3.3.4a	Communicate to heritage partners that PHG will consider projects that make heritage attractions, heritage interpretive sites, and heritage communities more visitor-ready and visitor-friendly as more competitive when ranking those applications for submission to MHAA.	•	•	•	▪		heritage partners	staff time, intern, pro bono	PHG operating funds	completion of grant applications	Partnership Building
4.1 Heritage Recreation – Public Parks											
4.1.1a	Support efforts by Patapsco Valley State Park (PVSP) (MD DNR) and the Friends of PVSP to pursue funding for a new management plan for the park; participate as an active stakeholder in plan development; support implementation of plan	•	•			▫	PVSP, Friends of PVSP, Friends of the Maryland State Parks, natural resource and conservation organizations	staff time, intern, pro bono	PHG operating funds	receipt of funding for PVSP mngt plan, completion of plan, acquisition of	Heritage Tourism Development, Sustaining Regional Identity, Partnership

Table 9.2   Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY15	FY16	FY17	PHG In House	Collaboration	Project Partners	Project Cost (2014 $)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
	recommendations.									funding for recommended actions, implementation of recommended actions	Building
4.1.1b	Support efforts to complete improvements at county parks.	●	●	●		▣	Baltimore and Howard County Departments of Recreation and Parks	staff time, intern, pro bono	PHG operating funds	completion of improvements at county parks	Heritage Tourism Development, Sustaining Regional Identity, Partnership Building
4.1.1c	Support efforts to fund acquisition of properties for addition to Patapsco Valley State Park; focus on properties whose protection will preserve heritage resources, conserve natural resources, and provide linkages from existing trails to heritage communities and county parks; assist with transactions.	●	●	●		▣	PVSP (MD DNR), Friends of PVSP, Howard County Conservancy, Rockburn Land Trust, NeighborSpace	staff time, intern, pro bono	PHG operating funds	addition of lands to PVSP	Heritage Tourism Development, Sustaining Regional Identity, Partnership Building
4.1.1d	Explore opportunities for creating riverfront parks within the heritage area; support efforts to fund, plan, and develop riverfront parks at identified locations.	●	●	●		▣	Baltimore County, Howard County, PVSP (MD DNR)	staff time, intern, pro bono	PHG operating funds	identification of opportunities for riverfront parks, acquisition of funding for new park development, planning and development of new parks	Heritage Tourism Development, Sustaining Regional Identity, Partnership Building
4.1.1e	Support efforts to permanently protect lands of conservation interest; explore funding options; work with partners to acquire conservation easements or lands in fee; devise long-term ownership/stewardship strategies for protected lands; where possible seek to permit public access to protected lands. (also see action 1.5.2k)	●	●	●		▣	Baltimore County, Howard County, Howard County Conservancy, Rockburn Land Trust, NeighborSpace, PVSP (MD DNR)	staff time, intern, pro bono	PHG operating funds	permanent protection of lands of conservation interest	Sustaining Regional Identity

Table 9.2   Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #.	Action	FY 15	FY 16	FY 17	PHG In-House	Collaboration	Project Partners	Project Cost (2014 $)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category

4.2   Heritage Recreation Management Actions – Trails

Action Ref #.	Action	Project Type	Project Cost (2014 $)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
4.2.1a	Collaborate with heritage partners to develop a trail link from Oella to Ellicott City.	• ▫	staff time, intern, pro bono	PHG operating funds, grant funding	development of trail link	Heritage Tourism Development, Partnership Building
4.2.1b	Collaborate with heritage partners to develop a trail link from Frederick Road (MD 144) to Illchester.	• ▫	staff time, intern, pro bono	PHG operating funds, grant funding	development of trail link	Heritage Tourism Development, Partnership Building
4.2.1c	Collaborate with heritage partners to develop a trail link to Ellicott City via the trestle bridge.	• ▫	staff time, intern, pro bono	PHG operating funds, grant funding	development of trail link	Heritage Tourism Development, Partnership Building
4.2.1d	Collaborate with heritage partners to develop a sidewalk on Oella Avenue, linking Banneker Park to the No. 9 Trolley Trail.	• ▫	staff time, intern, pro bono	PHG operating funds, grant funding	development of sidewalk	Heritage Tourism Development, Partnership Building
4.2.1e	Collaborate with Patapsco Valley State Park (PVSP) (MD DNR) to develop an ecologically sensitive loop trail.	• ▫	staff time, intern, pro bono	PHG operating funds, grant funding	development of loop trail	Heritage Tourism Development, Partnership Building
4.2.1f	Collaborate with Catonsville Rails to Trails to further develop hiking/biking trail enhancements in the greater Catonsville area.	• • • ▫	staff time, intern, pro bono	PHG operating funds	development of hiking/biking enhancements	Heritage Tourism Development, Partnership Building
4.2.1g	Collaborate with the Howard County Department of Recreation and Parks, Patapsco Valley State Park (PVSP) (MD DNR), and Friends of PVSP to examine options for providing ecologically sensitive trail and biking links to Patapsco Valley State Park; explore options for funding projects; include high priority projects in annual work plans or in the five-year plan.	• • ▫	staff time, intern, pro bono	PHG operating funds	development of trail and biking links to PVSP	Heritage Tourism Development, Partnership Building
4.2.1j	Inventory trailhead parking facilities on all trails; assess parking issues; establish priorities for addressing issues; and explore funding options to address issues; include high priority projects for which PHG can provide support in annual work	• • ▫	staff time, intern, pro bono, trailhead parking inventory ($7,500)	PHG operating funds, grant funding	inventory of trailhead parking and related issues, acquisition of funding for priority	Heritage Tourism Development, Partnership Building

Table 9.2   Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	Project Type					Project Partners	Project Cost (2014 $)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
		FY 15	FY 16	FY 17	PHG In House	Collaboration					
	plans or in the five-year plan.									projects, design and construction of priority projects	

5.1   Board of Directors

Action Ref #	Action	Project Type					Project Partners	Project Cost (2014 $)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
5.1.1a	Maintain a board of directors at or near the desired number of members needed to conduct the affairs of the PHG and to carry out the board's legal and financial responsibilities. Bring in individuals with diverse skills, backgrounds, and experiences who are committed to board service. Include at least one natural resource conservation representative to ensure that PHG has access to this expertise and perspective.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	committed PHG board members	Organizational
5.1.1b	Expand board governing documents to include policies and procedures regarding board operations and accountability.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	expanded PHG board governing documents	Organizational
5.1.1c	Develop and maintain a board manual that provides board members with clear expectations for their service, informs members about the board's legal and fiduciary responsibilities, describes board operating procedures, and provides important board policies.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	PHG board manual	Organizational
5.1.1d	Delegate decision-making authority by establishing committees of the board with clearly defined roles and responsibilities for reporting to the board or staff. Update PHG bylaws to reflect revised committee structure and functions, as needed.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	PHG board committees; updated PHG bylaws	Organizational
5.1.1e	Establish policy describing lines of authority, communications, and responsibility between the board and staff, and delegating supervisory authority over all staff to an executive director; revise PHG bylaws, as needed.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	PHG policy documents	Organizational
5.1.1f	Conduct board orientation meetings at a minimum of every three years.	•		■				staff time, intern, pro bono	PHG operating funds	PHG board orientation meetings	Organizational
5.1.2a	Establish guidelines for composition and function of the heritage advisory committee; modify PHG bylaws, as	•	•	•	■			staff time, intern, pro bono	PHG operating funds	PHG board composition guidelines	Organizational

Table 9.2   Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	PHG In-House / Collaboration (Project Type)	Project Partners	Project Cost (2014 $)	Funding Sources	Desired Outcome / Measurable Results	MHAA Activity Category
	needed; establish the committee and commence its operations.									
5.1.3a	As part of annual work plan development (see action 5.6.1b) complete annual reviews of PHG's programs and activities to assess staffing and consultant needs. Accompany these reviews with annual plans for funding needed to support staff and consultants.	●	●	●	■		staff time, intern, pro bono	PHG operating funds	annual reviews of PHG's programs and activities	Organizational
5.1.3b	Secure funding to support up to 1.5 staff, including an executive director and administrative assistant to support programs and activities.	●	●	●	■		staff time, intern, pro bono	PHG operating funds	funding to support PHG staff	Organizational
5.1.3c	Continue to use contractors to meet PHG's need for legal counsel and accounting services.	●	●	●	■		staff time, intern, pro bono, contractors	PHG operating funds	use of contractors for legal and accounting services	Organizational
5.1.3d	Engage additional contractors, as needed, to provide professional services as needed for routine operations and for special projects.	●	●	●	■		staff time, intern, pro bono, contractors	PHG operating funds	use of contractors for other purposes	Organizational
5.1.3e	Complete and maintain current written job descriptions for all staff.	●	●	●	■		staff time, intern, pro bono	PHG operating funds	PHG job descriptions	Organizational
5.1.3f	Develop an employee manual including written personnel policies with appropriate accompanying procedures or guidelines that conform to federal and state law.	●	●	●	■		staff time, intern, pro bono	PHG operating funds	PHG employee manual	Organizational
5.1.3g	Develop and implement procedures for selecting contractors and securing contracts.	●	●	●	■		staff time, intern, pro bono	PHG operating funds	contractor selection procedures	Organizational
5.1.3h	Develop a volunteer program that includes volunteer guidelines, volunteer contracts, incentives, and recognition programs.	●	●	●	■		staff time, intern, pro bono	PHG operating funds	implementation of volunteer program	Organizational
5.1.3i	Collaborate with local colleges and universities to use interns and class studios to assist PHG with achieving its goals and objectives.	●	●	●	□		staff time, intern, pro bono, colleges and universities	PHG operating funds	use of interns to support PHG programs	Organizational
5.1.4a	Assemble PHG policies and procedures into an organizational manual that guides activities of the board and staff.	●	●	●	■		staff time, intern, pro bono	PHG operating funds	PHG organizational manual	Organizational

Table 9.2   Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	PHG In-House	Collaboration	Project Partners	Project Cost (2014 $)	Funding Sources	Desired Outcome / Measurable Results	MHAA Activity Category
5.2	**Financial and Asset Management**										
5.2.1a	Prepare an annual budget that is reviewed and approved by the board.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	annual PHG budgets	Organiza-tional
5.2.2a	Keep clear, complete, and accurate financial records with supporting documentation, including cash receipts journal, cash disbursements journal, payroll records, and general journal.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	PHG financial records	Organiza-tional
5.2.2b	Prepare quarterly financial reports and statements for board review on a regular (at least quarterly) basis and a final report at year end.	•	•	•	◻			staff time, intern, pro bono, contractor	PHG operating funds	PHG quarterly reports	Organiza-tional
5.2.3a	Have annual audits of PHG's financial reports prepared by a certified public accountant (CPA) and reviewed by an audit committee (a committee of the board).	•	•	•	◻			staff time, intern, pro bono, contractor	PHG operating funds	PHG annual audits	Organiza-tional
5.2.4a	Formalize PHG's system of fiscal controls regarding budget monitoring and budget amendment, handling of cash receipts, cash disbursements, and physical controls and security measures.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	formalize system of fiscal controls	Organiza-tional
5.2.5a	Formalize PHG's policies for short-term investments, long-term investment of permanent funds, and the uses of dedicated funds.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	formalized investment policies	Organiza-tional
5.3	**Funding**										
5.3.1a	Establish a development committee of the board responsible for overseeing preparation and implementation of a development plan.	•	•	○	■			staff time, intern, pro bono	PHG operating funds	formation of PHG development committee	Organiza-tional
5.3.1b	Prepare for development planning by assessing internal factors that affect PHG's readiness for development, assessing external factors that affect PHG's approach to development, and defining the prospective donor pool.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	preparation for development planning	Organiza-tional
5.3.1c	Prepare a long-term (5-year) development plan with accompanying annual work plans with the goal of integrating development into all aspects of programs and operations.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	development plan	Organiza-tional

Table 9.2   Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	Project Type (FY15 / FY16 / FY17 / PHG In-House / Collaboration)					Project Partners	Project Cost (2014 $)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
5.3.1d	Update the long-range development plan on a regular basis to maintain a time horizon beyond the annual work plan of at least three years.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	annual work plan consistent with dev plan	Organiza-tional
5.3.1e	Establish restricted special funds to support critical elements of the development program.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	establishment of restricted funds	Organiza-tional
5.3.1f	Include staff time to coordinate and implement development activities in PHG's annual work plans.	•	•	•	■			staff time	PHG operating funds	allocation of staff time to support development	Organiza-tional
5.3.1g	Provide training to staff and volunteers in all development skills.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	staff training in development	Organiza-tional
5.3.2a	Submit annual management grant funding applications to MHAA, including PHG's 5-year action plan and annual work plan.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	annual management grant applications to MHAA	Organiza-tional
5.3.3a	Identify projects potentially eligible for MHAA marketing grants and non-capital project grants, and programming project grants; submit one or more competitive applications for identified projects during each grant funding cycle.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	identification of marketing projects eligible for MHAA grants; applications for identified grants	Organiza-tional
5.3.3b	Identify heritage area projects that have the potential to qualify as capital projects that target investment; collaborate with partners to develop conceptual master plans, management strategies, and funding plans for identified projects; submit applications to MHAA for capital grants for identified projects.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	identification of capital projects eligible for MHAA grants; applications for identified grants	Organiza-tional
5.3.3c	Implement actions to encourage heritage partners to submit competitive grant applications for MHAA project grants during each grant funding cycle.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	grant applications submitted by partners	Organiza-tional
5.3.4a	Continuously research grant opportunities available through government, private foundation, and corporate grant programs.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	research on grant opportunities	Organiza-tional
5.3.4b	Identify staff grant writing training needs and seek training, as appropriate.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	staff training in grant writing	Organiza-tional

Table 9.2   Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY15	FY16	FY17	PHG In-House	Collaboration	Project Partners	Project Cost (2014 $)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
5.3.4c	Identify and prepare a set of standard deliverables needed to support grant applications.	●	●	●	▣			staff time, intern, pro bono	PHG operating funds	standard deliverables for grant applications	Organizational
5.3.4d	Set and meet annual targets for grant applications to the Maryland Heritage Areas Authority (in addition to routine annual grants).	●	●	●	▣			staff time, intern, pro bono	PHG operating funds	progress toward meeting annual MHAA grant application targets	Organizational
5.3.4e	Set and meet annual targets for grant applications through government, private foundation, and corporate grant programs.	●	●	●	▣			staff time, intern, pro bono	PHG operating funds	progress toward meeting annual non-MHAA grant application targets	Organizational
5.3.5a	Explore opportunities for earned income.	●		●	▣			staff time, intern, pro bono	PHG operating funds	earned income opportunities	Organizational
5.3.5b	Include a focus on earned income when creating the development plan.	●		●	▣			staff time, intern, pro bono	PHG operating funds	emphasis on earned income in development plan	Organizational
5.3.6a	Set and meet an annual target for private giving.	●		●	▣			staff time, intern, pro bono	PHG operating funds	progress toward meeting annual private giving goals	Organizational
5.3.6b	Develop a potential donor database.	●	●	●	▣			staff time, intern, pro bono	PHG operating funds	donor database	Organizational
5.3.6c	Develop a donor nurturing and engagement plan with regular communications.	●		●	▣			staff time, intern, pro bono	PHG operating funds	communications with donors	Organizational
5.3.6d	Request support annually from all potential private donors and develop targeted specific "asks" when feasible.	●		●	▣			staff time, intern, pro bono	PHG operating funds	annual appeal	Organizational

5.4   Partnerships

Action Ref #	Action	FY15	FY16	FY17	PHG In-House	Collaboration	Project Partners	Project Cost (2014 $)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
5.4.1a	Function as the local coordinating management entity for the heritage area meeting requirements of the Maryland Heritage Area Authority.	●	●	●	▣			staff time, intern, pro bono	PHG operating funds	meet MHAA management entity requirements	Organizational
5.4.1b	Work closely with key partners to maximize grant support and technical assistance to support PHG as the local coordinating entity. Key	●	●	●		▢	heritage partners	staff time, intern, pro bono	PHG operating funds	grant applications by key partners	Organizational

Table 9.2   Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	Project Type					Project Partners	Project Cost (2014$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
		FY 15	FY 16	FY 17	PHG In House	Collaboration					
	partners include the Maryland Heritage Areas Authority, Enjoy Baltimore County, Visit Howard County, Baltimore County, and Howard County.										
5.4.1c	Recognize heritage area partners whose missions support preservation of heritage resources and/or promote heritage tourism.	•	•	■				staff time, intern, pro bono	PHG operating funds	partner recognition program	Organizational
5.4.1d	Involve heritage partners in PHG management by maintaining a heritage advisory committee that serves in an advisory capacity to the board of directors.	•	•		☐		heritage partners	staff time, intern, pro bono	PHG operating funds	functioning heritage advisory committee	Organizational
5.4.1e	Explore opportunities for formalizing partnerships with heritage partners through cooperative agreements stating the intentions of each party and the assumed outcomes. Establish cooperative agreements, if determined beneficial.	•			☐		heritage partners	staff time, intern, pro bono	PHG operating funds	evaluation of need for partnership agreements; executive of agreements, if desirable	Organizational
5.4.2a	Establish guidelines for heritage partners to undertake self-assessments to determine how they can collaborate with the PHA initiative. Include in the guidelines indications as to how PHG might provide support for that collaboration.	•		■				staff time, intern, pro bono	PHG operating funds	assessment of collaboration opportunities by partners	Organizational
5.4.2b	Explore the feasibility of a grant making program for heritage partners; if feasible, implement the program.	•	•	■				staff time, intern, pro bono	PHG operating funds	assessment of potential for a grant making program	Organizational
5.4.2c	Provide technical assistance to heritage partners for identification of grant opportunities and grant writing.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	technical assistance to partners with grant writing	Organizational
5.4.2d	Provide technical assistance to heritage partners for program and product development.	•		■				staff time, intern, pro bono	PHG operating funds	technical assistance to partners with product development	Organizational
5.4.2e	Provide heritage area partner networking opportunities where information sharing occurs and opportunities for collaboration are explored.	•	◦	◦	■			staff time, intern, pro bono	PHG operating funds	partner networking opportunities provided	Organizational
5.4.2f	Explore formalizing a partnership with the NPS Chesapeake Bay Office that outlines how PHG and NPS will	•			☐		NPS Chesapeake Bay Office	staff time, intern, pro bono	PHG operating funds	exploration of potential partnership	Organizational

Table 9.2 Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	PHG In-House	Collaboration	Project Partners	Project Cost (2014 $)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
	collaborate to further implement the Chesapeake Bay Gateways and Watertrails Network (CBGN); provide heritage partners with information regarding opportunities to become designated CBGN sites; available to CBGN sites technical assistance with grant applications for technical and financial assistance through the CBGN program.									with NPS regarding CBGN participation	
5.4.2g	Hold an annual meeting for all heritage area stakeholders and partners.	•	•	•	▣			staff time, intern, pro bono	PHG operating funds	annual meeting for stakeholders and partners	Organiza-tional
5.4.2h	Provide annual awards to key heritage area partners and supporters.		•	•	▣			staff time, intern, pro bono	PHG operating funds	annual awards program	Organiza-tional
5.5	**Communications**										
5.5.1a	Develop and implement an annual communications plan that addresses upcoming communications opportunities, audiences, messages for each audience, activities, and media outreach.		•	•	▣			staff time, intern, pro bono	PHG operating funds	annual communica-tions plan	Organiza-tional
5.6	**Planning and Evaluation**										
5.6.1a	In consultation with Enjoy Baltimore County and Visit Howard County, develop and implement a 5-year action plan that meets requirements of the Maryland Heritage Areas Program.	•	•		▣		Enjoy Baltimore County, Visit Baltimore County	staff time, intern, pro bono	PHG operating funds	PHA 5-year action plan	Organiza-tional
5.6.1b	Develop and implement annual work plans that meet requirements of the Maryland Heritage Areas Program.	•	•	•	▣			staff time, intern, pro bono	PHG operating funds	PHA annual work plans	Organiza-tional
5.6.2a	Report annually to MHAA on the amount and percent of funding leveraged by PHG in activities outlined in the annual work plan, including in-kind contributions and non-MHAA sources.	•	•	•	▣			staff time, intern, pro bono	PHG operating funds	PHG annual reports to MHAA	Organiza-tional
5.6.2b	Report annually to MHAA on the amount of activities completed in the annual work plan, including measurable activities and intangible contributions reported through testimonies or other documentation.	•	•	•	▣			staff time, intern, pro bono	PHG operating funds	PHG annual reports to MHAA	Organiza-tional

Table 9.2   Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	PHG In-House	Collaboration	Project Partners	Project Cost (2014 $)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
5.6.2c	Evaluate the heritage area's management capability based on accurate and timely submission of materials to MHAA, MHAA grant completion rates, and participation in the Maryland Coalition of Heritage Area activities; submit metric data annually to MHAA.	•	•	•	▨			staff time, intern, pro bono	PHG operating funds	annual submission of metric data to MHAA	Organizational
5.6.2d	Link annual work plan activities to a series of metrics that support three key categories of focus: developing heritage-based product, building partnerships, and sustaining regional identity; identify in the 5-year plan and annual work plans one metric from each MHAA category that is the area of priority; submit metric data annually to MHAA.	•	•	•	▨			staff time, intern, pro bono	PHG operating funds	annual submission of metric data to MHAA	Organizational
5.6.2e	Develop baseline performance data for the heritage area tied to metrics in MHAA's key categories of focus; develop and implement a system to track performance data annually.	•	•	•	▨			staff time, intern, pro bono	PHG operating funds	baseline performance data to track annual performance	Organizational
5.6.3a	Submit an annual report to the PHG Board of Directors summarizing progress made toward accomplishing management goals and objectives.	•	•	•	▨			staff time, intern, pro bono	PHG operating funds	annual report to PHG Board summarizing progress toward goals	Organizational
5.6.3b	Submit mid-term and annual reports to the Maryland Heritage Areas Program summarizing progress made toward accomplishing work plan activities identified in the annual work plan.	•	•	•	▨			staff time, intern, pro bono	PHG operating funds	mid-term and annual reports summarizing status of activities in annual work plan	Organizational
5.6.3c	Submit annual reports to the Maryland Heritage Areas Program summarizing progress made toward accomplishing goals and objectives in the five-year management plan.	•	•	•	▨			staff time, intern, pro bono	PHG operating funds	annual report to MHAA summarizing progress toward 5-year goals	Organizational
5.6.3d	Send board meeting minutes and an updated list of PHG board members annually to the Maryland Heritage Areas Program.	•	•	•	▨			staff time, intern, pro bono	PHG operating funds	PHG Board meeting minutes sent to MHAA	Organizational

Table 9.3 Patapsco Heritage Greenway, Inc. – Projected FY15 through FY17 Budget

REVENUE	FY2015	FY2016	FY2017	Notes
Grants – General Operating				
Maryland Heritage Areas Authority	$ 100,000	$ 100,000	$ 100,000	depends upon state appropriation
Sub-total	$ 100,000	$ 100,000	$ 100,000	

Earned Revenue	FY2015	FY2016	FY2017	
Membership	$ 500	$ 700	$ 900	
Donations	$ 17,000	$ 20,000	$ 24,000	
Event Income	$ 200	$ 400	$ 600	
Sales	$ 300	$ 500	$ 800	
Sub-total	$ 18,000	$ 21,600	$ 26,300	

Other Revenue Raised by PHG	FY2015	FY2016	FY2017	
Endowment Gifts	$ 1,000	$ 2,000	$ 3,000	
Grants public	$ 130,000	$ 150,000	$ 175,000	
Grants private	$ 64,000	$ 75,000	$ 100,000	
Sub-total	$ 195,000	$ 227,000	$ 278,000	
TOTAL REVENUE	$ 313,000	$ 348,600	$ 404,300	

EXPENSES	FY2015	FY2016	FY2017	Notes
Direct Costs (personnel)				
Personnel - FTEs	$ 75,000	$ 77,250	$ 79,568	1 full time staff (3% annual increase)
Part-time Employees	$ 60,000	$ 95,000	$ 115,000	admin assistants, interns, stream watch director
Sub-total	$ 135,000	$ 172,250	$ 194,568	

Direct Costs (non-personnel)	FY2015	FY2016	FY2017	Notes
Accounting/Audit	$ 2,500	$ 4,000	$ 5,000	
Advertising	$ 200	$ 10,000	$ 15,000	
Catering/Hospitality	$ 500	$ 600	$ 700	
Communications (telephone)	$ 1,440	$ 2,160	$ 2,800	
Conferences/Meetings	$ 200	$ 2,000	$ 5,000	
Contract Services (exclusive of printing)				
Website Development	$ 25,000	$ 25,000	$ 30,000	
Comprehensive Interpretive Plan	$ 25,000	$ 15,000	$ 15,000	
Annual Interpretive Plan	$ 0	$ 15,000	$ 15,000	
Interpretive Themes Poster	$ 7,500	$ 10,000	$ 12,000	
Heritage Area Map and Guide	$ 1,000	$ 2,500	$ 3,000	
Travel Itineraries	$ 0	$ 0	$ 10,000	

Table 9.3 Patapsco Heritage Greenway, Inc. – Projected FY15 through FY17 Budget

	FY2015	FY2016	FY2017	Notes
Local Legacy Project Events	$ 0	$ 5,000	$ 10,000	
Identity and Branding Plan	$ 15,000	$ 10,000	$ 5,000	
Marketing Plan	$ 10,000	$ 10,000	$ 5,000	
Signage Inventory	$ 1,000	$ 5,000	$ 0	
Dues/Subscriptions	$ 2,000	$ 5,000	$ 2,000	
Equipment	$ 3,000	$ 5,000	$ 5,000	
Honoraria	$ 500	$ 1,000	$ 1,000	
Insurance	$ 1,060	$ 2,090	$ 3,052	
Internet and Website (inc IT support)	$ 1,000	$ 2,000	$ 2,500	
Lodging and Meals	$ 1,500	$ 5,000	$ 5,000	
Postage and Shipping	$ 1,000	$ 2,000	$ 4,000	
Printing				
Annual Report	$ 500	$ 1,000	$ 1,000	
Heritage Area Map and Guide	$ 0	$ 2,500	$ 0	
Itineraries	$ 0	$ 0	$ 10,000	
Marketing Materials	$ 0	$ 10,000	$ 15,000	
Production and Exhibition Costs	$ 2,500	$ 10,000	$ 10,000	
Programs - Other				
Biannual Special Event	$ 1,000	$ 1,500	$ 2,000	
Stream Watch Program	$ 1,500	$ 1,550	$ 1,600	
Stream Cleanup Program	$ 1,500	$ 1,550	$ 1,600	
Greenway Mapping Project	$ 100	$ 200	$ 200	
Storm Drain Stenciling	$ 100	$ 200	$ 200	
Tree Plantings/Tree Maintenance	$ 1,000	$ 1,050	$ 1,100	
Invasive Species Removal	$ 500	$ 600	$ 600	
Environmental Ed Workshops	$ 1,300	$ 1,350	$ 1,400	
Rent	$ 0	$ 0	$ 0	
Repairs and Maintenance	$ 500	$ 1,000	$ 1,500	
Supplies	$ 2,000	$ 2,000	$ 3,000	
Training				
Workshops	$ 1,00	$ 500	$ 500	
Development Training	$ 500	$ 500	$ 500	
Grant Writing Training	$ 500	$ 500	$ 500	

Table 9.3   Patapsco Heritage Greenway, Inc. – Projected FY15 through FY17 Budget

Direct Costs (non-personnel)	FY2015	FY2016	FY2017	Notes
Travel				
Conferences	$ 500	$ 500	$ 500	
Travel Reimbursement	$ 500	$ 500	$ 900	
Public School Students Bus Fund	$ 500	$ 1,000	$ 1,500	
Contingency @ 20%	$ 62,600	$ 69,720	$ 80,860	
Sub-total	$ 178,000	$ 176,350	$ 209,732	
TOTAL EXPENSES	$ 313,000	$ 348,600	$ 404,300	
EXCESS REVENUES OVER EXPENSES	$ 0	$ 0	$ 0	

(1) Note that budget projections presented above are based on the actions outlined in the management plan and are for general management planning purposes only. The PHG Board of Directors has not approved the annual budgets for purposes of planning annual operations.

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Appendices

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REVISED BY-LAWS
OF THE

PATAPSCO HERITAGE
GREENWAY, INC.

As Revised by the Board of Directors
on March 21, 2013

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BY-LAWS OF THE PATAPSCO HERITAGE GREENWAY, INC.

ARTICLE I: ORGANIZATION NAME
The name of the organization is the *Patapsco Heritage Greenway, Inc.* From time-to-time, the organization may also do business as the *Friends of the Patapsco Valley Heritage Greenway.*

ARTICLE II: PURPOSES
The organization may engage in any of the following purposes:
1. To connect people with the natural, environmental, historic, cultural and recreational assets of the Patapsco Valley in ways that interpret, preserve and enhance those assets and people's awareness, understanding and appreciation of them.
2. In addition, the organization is irrevocably dedicated to, and operated exclusively for nonprofit purposes.
3. No part of the organization's income may accrue to the benefit of any individual or for-profit organization.

ARTICLE III: PRINCIPAL OFFICES
The principal office of the organization must be located in the State of Maryland.

ARTICLE IV: MEMBERSHIP
There are three classes of membership in the organization:

Section 1. General Membership.
(a) The organization is open to persons who subscribe and adhere to the purposes of the organization as stated in Article II, and who pay annual dues as set by the Board of Directors and recorded by the Secretary.
(b) No person may be prohibited from membership due to that person's race, color, creed, religion, sex, sexual orientation, age, national origin or physical impairment.
(c) In order to hold office or to vote in an election for Board of Director's (Board) membership, a member must have paid dues for the current year at least two months before voting for Board membership, or being elected, as verified by the organization's records.

Section 2. Board of Director's Membership. Board of Director's (Board) membership is open to persons who are general members, and who are elected by the general membership.

Section 3. Honorary Membership.
(a) Honorary members may be chosen for their outstanding interest or contribution to the organization, and may be recognized in a manner to be decided by the Board.
(b) Honorary members are non-voting members, and serve until resignation or removal by the Board.
(c) Honorary members must be nominated and approved by a majority of the Board. There must be at least one Board meeting separating an Honorary Membership nomination and a vote on that nomination.

ARTICLE V: MEETINGS

Section 1. Annual Meetings. The Board of Directors (Board) must hold at least one meeting of the General Membership annually. The agenda for the meeting will include an election to fill any vacancies on the Board.

Section 2. Special Meetings. Special meetings of the general membership may be called at any time by the President or by a majority of the Board. This vote may be taken with or without a meeting.

Section 3. Notice of Meetings. Notice of the place, day and hour of every regular and special meeting shall be given to each Director at least one week before the meeting (Notice of any Board meeting shall be deemed to have been given to any Director who attends the meeting, or to any Director who, in writing executed and filed with the Secretary either before or after the meeting, waives such notice). Notice of a general membership meeting must be transmitted to all members of record by mail or by email.

Section 4. Quorum. At all meetings of the Board, a quorum shall consist of one-third (1/3) of the Board (excluding vacancies). In no case may a quorum be less than three Directors. In the absence of a quorum, the Directors present by majority vote and without notice other than by announcement may suspend the meeting until a quorum is present. Once a quorum is obtained, any business may be transacted which might have been transacted at the meeting as originally noticed.

Section 5. Voting. Except for revisions to these By-laws, action taken by a majority of Directors present at a duly called meeting at which a quorum is present is deemed an act of the Board. Votes must be made in person. Proxy votes are not permitted. Any member of the Board may call for a secret ballot prior to the vote being taken.

ARTICLE VI: BOARD OF DIRECTORS

Section 1. Terms and Representatives. The Board of Directors (Board) must have a minimum of five (5) members. At least one Board member must represent the following community interests: environmental, historical, community, recreational, cultural and business. The Board may also include one or more State, County or Municipal government representatives. Directors serve for three years unless he/she resigns, or is removed by a majority vote. At least one-third of the Board must be elected each year.

Section 2. Powers. The entire and complete management of the organization is vested in the Board. In addition to the powers expressly conferred upon it by these By-laws, the Board may exercise all the powers of the organization. From time-to-time, the Board may delegate to the Officers such powers and duties as it may see fit in addition to those specifically provided in these By-laws. The Board has the following specific powers and duties:
(a) Establish and modify membership dues, benefits and services for general members.
(b) Hire and remove organization staff.
(c) Except as specifically limited herein and in the Articles of Incorporation, the power to amend the by-laws of the organization.

(d) By majority vote, determine the specific number of Board members for the following year and, at least 30 days prior to the annual election, the number of Board members to be elected at the annual meeting.

(e) Arrange for an annual financial statement of the organization provided for under Article X.

(f) Exercise all other powers provided under Article Four of the Articles of Incorporation and Maryland law.

Section 3. Informal Action. Except as provided elsewhere, any action required or permitted to be taken at any meeting of the Board or of any committee thereof, may be taken without a meeting if a written consent to such action is signed by all members of the Board or of such committee, and such written consent is filed with the Secretary and recorded in the minutes of the proceedings.

ARTICLE VII: COMMITTEES

Section 1. Executive Committee. The Officers shall constitute an Executive Committee that will meet from time to time as called and chaired by the President. The Executive Committee shall exercise all powers granted by the Board of Directors (Board) in the management of the organization's business and the affairs when the Board is not in session, save and except as limited by these By-laws and also excepting the power to change these By-laws, or the power to act with respect to subjects for which instructions have previously been given by the Board. The President may invite others to attend Executive Committee meetings. A vacancy in the Executive Committee may be filled by majority vote of the Executive.

Section 2. Ad Hoc Committees. The Board may establish any Committee deemed proper and necessary to fulfill the object and purposes of the organization. The Committee may perform such duties as are requested by the President, an assigned Vice President, or the Board.

Section 3. Committee Chairs. The Board shall appoint a Chair for all duly constituted Committees. In the event a Chair becomes vacant, the President may appoint an acting or temporary Chair to serve until such time as the Board can appoint a permanent Chair.

Section 4. Reporting Structure. The Committee Chairs will report to the President or a Vice President as assigned by the Board.

Section 5. Committee Membership. Committee membership may extend beyond the members of the Board.

ARTICLE VIII: ELECTIONS

Section 1. Election of Board Members.

(a) Not less than thirty (30) days prior to the annual meeting, the President shall appoint a Nominating Committee of no less than three (3) members. These appointments are subject to approval by the Executive Committee.

(b) No less than ten (10) days prior to the annual meeting, the Nominating Committee must make recommendations on candidates for the Board of Directors (Board) in writing. No less than 10 days prior to the annual meeting, general members may, with the endorsement of a second, also submit

nominations in writing to the Board.

(c) The Nominating Committee may adopt rules regarding the election procedures subject to the approval of the Board. The proposed rules shall be endorsed and approved by the Board prior to the election.

(d) Only qualified general members present at the annual meeting may vote for candidates for the Board. No person shall cast more than one ballot, and proxies and absentee votes will not be recognized.

Section 2. Vacancies. A Board vacancy may be filled by majority vote of the Executive Committee for the unexpired portion of the Director's term.

ARTICLE IX: OFFICERS

Section 1. Elections. The officers of the organization are a President, up to four Vice-Presidents, a Secretary and a Treasurer. The officers must be elected by the Board of Directors (Board) at its first meeting following the annual meeting. If the election of officers is not undertaken at this meeting, the election must be held as soon thereafter as may be convenient. Each officer holds office for a period of one year. However, this term will continue until a successor is elected. An officer may be removed in the manner hereinafter provided in section 2 below. No person may hold more than one office at a time. All officers must be elected from among the Directors.

Section 2. Removal. Any officer elected or appointed by the Board may be removed at a Board meeting by a majority vote whenever in the judgment of the Board, the best interests of the organization would be served thereby, but such removal shall be without prejudice to the contract rights, if any, of the person so removed.

Section 3. President. The President shall be the principal executive officer of the organization and shall in general supervise and control all of the business and affairs of the organization under the direction of the Board. The President shall be selected from among the Directors. He/she may sign any application, form, deed, mortgage, bond, contract, report, or other instrument which the Board has authorized to be executed, except in cases where the execution is expressly delegated by the Board or by these By-laws to some other officer, or to another person required by law to serve as signatory. The President will perform all duties as the Board may from time-to-time prescribe. The President shall Chair the Executive Committee and be an ex-officio member of all other Committees.

Section 4. Vice-President. The Board shall appoint up to four Vice Presidents. Each Vice President may be assigned to lead the organizations activities for a specific initiative, topic or issue. If the President is unable or unwilling to perform his/her assigned duties, the President may request or the Board may designate one or more of the Vice Presidents to carry those duties out.

Section 5. Secretary. The Secretary shall (a) keep the minutes of the proceedings of the Board; (b) see that all notices are duly implemented in accordance with these By-laws or as otherwise required by law; (c) be the custodian of the corporate records and of the seal of the organization; (d) keep a register of the post office address of each Director which shall be furnished to the Secretary by that Director; and (e) in general perform all duties as the Board or the President may from time to time assign.

Section 6. <u>Treasurer.</u> The Treasurer will have custody of the organization's funds and securities, and must keep full and accurate accounts of receipts and disbursements in books belonging to the organization, and shall deposit all monies and other valuable effects in the name and to the credit of the organization in such depositories as may be designated by the Board. He/she shall disburse organization funds as may be directed by the Board, taking proper vouchers for such disbursements, and will render to the President and Board at regular Board meetings and at other times when the Board requires, an account of all his/her transactions and of the financial condition of the organization.

Section 7. <u>Salaries.</u> The officers shall serve without salaries or compensation.

Section 8. <u>Bond.</u> The Board may require any officer, agent or employees to give a bond to the organization conditioned upon the faithful discharge of his duties, with one or more sureties and in such amounts as may be satisfactory to the Board. If required by the Board, the Treasurer shall give the organization a bond in such sum and with such surety or sureties as is satisfactory to the Board for the faithful performance of the duties of his/her office and for the restoration to the organization, in case of death, resignation, retirement or removal from office, all books, papers, vouchers, money and other property of whatever kind in his/her possession or under his/her control belonging to the organization. The cost of these bonds will be paid by the organization.

Section. 9. <u>Annual Report.</u> In preparation for the Annual Meeting, the Board will prepare a full and correct statement of the affairs of the organization, including a balance sheet and a statement of the results of operations for the preceding fiscal year. This report must be presented to the General Membership at the Annual Meeting and will be filed within twenty (20) days thereafter at the principal office of the organization.

ARTICLE X: FINANCIAL MATTERS

Section 1. <u>Contracts.</u> Any expenditure of $500 or more must be authorized by the Board of Directors (Board). The Board may authorize any officer or officers, agent or agents, to enter into any contract or to execute and deliver any instrument in the name of or on behalf of the organization and such authority may be general or confined to specific instances. In any case, no Board funds may be distributed except to carry out the purposes and subject to the restrictions set forth in the Articles of Incorporation, these By-laws and State law.

Section 2. <u>Income, Revenue and Grants.</u> The Board is authorized to raise funds through sales, promotions and grants. All funds coming into the organization must be used in pursuit of the organization's purposes as noted in the Articles of Incorporation, these By-laws and in accordance with State law. Any interest earned by these monies shall be the property of the organization and may only be used for organization purposes.

Section 3. <u>Deposits.</u> The monies of the organization must be deposited in interest-bearing accounts or savings certificates at banks, trusts or depositories designated by the Board; or invested in such bonds, securities or investments as may be authorized by the Board. Money may also be deposited in such checking accounts as authorized by the Board.

Section 4. Fiscal Year. The Board may, from time-to-time, fix the fiscal year of the organization by a duly adopted resolution.

Section 5. Budget. The amount of money required to sustain the operational activities of the organization for each fiscal year will be determined by the Treasurer and the President, and submitted to the Board for approval at least one (1) month prior to the commencement of the next fiscal year.

ARTICLE XI: LIMITATION OF POWERS

Section 1. Not-For-Profit Requirements. The organization may not issue capital stock and may not realize any gain or profit, but is exclusively intended to engage in educational, charitable and community service purposes; and no part of its net earnings shall inure to the benefit of its members, subscribers, donors, contributors, officers or other private individuals.

Section 2. Limit on Powers to Create Personal Obligations. No officer, director, general member, committee member, or any agent or employee has authority to contract any indebtedness or incur any obligation on behalf of any other individual member or contributor to the organization. No member, officer, director or agent of the organization may ever be personally liable for any debt, contract, obligation, or tort of the organization, or of any other member, officer, director or agent.

ARTICLE XII: SEAL

Section 1. Seal. The corporate seal shall have inscribed thereon the name of the Corporation, the year of its incorporation and the words "incorporated Maryland". The Board of Directors may authorize one or more duplicate seals and provide for the custody thereof.

Section 2. Affixing the Seal. Whenever the organization is required to place its corporate seal to a document, it shall be sufficient to meet the requirements of any law, rule or regulation relating to a corporate seal to place the word "*seal*" adjacent to the signature of the authorized officer.
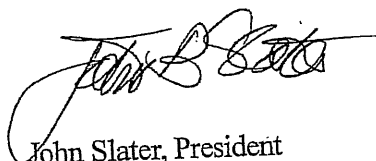
ARTICLE XIII: MISCELLANEOUS PROVISIONS

Section 1. Parliamentary Rules. The proceedings of all meetings of the General Membership, Board of Directors (Board), and all committees thereof, shall be governed by and conducted according to the latest edition of *Robert's Manual of Parliamentary Rules.*

Section 2. Waiver of Notice. Whenever any notice is required to be given pursuant to the Articles of Incorporation or these By-laws, or pursuant to applicable State law, a waiver thereof in writing, signed by the person or persons entitled to such notice, whether before or after the time stated therein, is deemed equivalent to actual notice. Neither the business to be transacted nor the purpose of any meeting need be set forth in the waiver of notice, unless specifically required by statute. The attendance of any person at any meeting constitutes a waiver of notice of such meeting, except where the person attends a meeting for the express purpose of objecting to the transaction of business on the grounds that the meeting is not lawfully convened.

Section 3. <u>Amending These Bylaws.</u> The Board *may*, at any annual or regular meeting, or at any special meeting, amend, revise or repeal any By-laws. Amending the Bylaws is accomplished by a sixty percent (60%) (rounded to the nearest whole person) vote of the entire Board after sufficient notice of the proposed action has been provided to each Director at least seven (7) days prior thereto.

Section 4. <u>Employment.</u> Employment shall also be open to all persons. The organization shall not discriminate against any individual with respect to hiring, compensation, terms or conditions of employment because of such individual's race, color, religion, sex, sexual orientation, or national origin; nor will they limit, segregate or classify employees in any way to deprive any individual employee of employment opportunities because of race, color, religion, sex, sexual orientation, national origin or physical impairment.
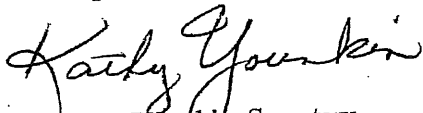
I certify that the foregoing are the current By-laws of the Corporation as amended by the Board of Directors on March 21, 2013:

March 21, 2013

John Slater, President   Date
Patapsco Heritage Greenway, Inc.

March 21, 2013

Kathy Younkin, Secretary   Date
Patapsco Heritage Greenway, Inc.

Legislative History:

Adopted: December 3, 1999

Revised: January 27, 2009 to change the minimum number of required general membership meetings from 3 to 1.

Revised: March 21, 2013 to approve comprehensive revisions to add clarity regarding officers and committees, including a new authorization to have up to 4 Vice Presidents, increasing the amount of expenditures requiring Board authorization to $500, and to make other miscellaneous amendments.

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APPENDIX B
Heritage Area Boundary Definition Methodology

Maryland Heritage Areas Authority Boundary Definition Criteria

The Maryland Heritage Areas Authority (MHAA) has established criteria to be used for defining the boundaries of certified heritage areas (CHAs) (MHAA 2012). The guidance states the following:

> CHAs may be contiguous or non-contiguous within a recognized heritage area (RHA). They may be as expansive or as limited as is believed appropriate to achieve the desired goals and objectives of the heritage area's management plan. The management plan must demonstrate that the criteria have been taken into account.

Criteria 1   *The area within the CHA must contain a significantly high concentration of historical, cultural, and/or natural resources which are attracting or have considerable potential to attract heritage tourists at a level that balances the impact of visitors on local quality of life.*

Criteria 2   *The incentives available through MHAA must be capable of encouraging an appropriate level of tourism within the CHA to produce measurable preservation/conservation benefits and economic development through heritage tourism in the CHA.*

Criteria 3   *The boundary for the CHA should overlap to the optimal extent with other local, state, and federal "revitalization" designations.*

Criteria 4   *Local governments and private interests must be prepared to commit resources to preservation/conservation and tourism development within the CHA.*

Criteria 5   *The proposed boundaries should be configured to facilitate the collection of performance measurement data.*

Using these BHAA boundary definition criteria, PHG has developed a set of guiding principles for defining the areas to be included within the boundaries of the Patapsco Heritage Area.

Primary Components of the Heritage Area

The primary components of the Patapsco Heritage Area are the places in the Patapsco Valley where its natural resources supported industrial development along the Patapsco River in the 18th and 19th centuries, the communities that developed as a result of industrial development, the adjoining rural lands that supported those communities, and the travel routes that connected the Patapsco Valley to Baltimore and its port.

- the **Patapsco River gorge**, extending from below Elkridge to upstream of the historic community of Daniels and encompassing the remains of the many industrial enterprises that flourished during the heritage area's period of significance

- the **Patapsco River's tributary stream valleys** draining into the Patapsco Valley gorge

- the historic communities of **Elkridge, Ellicott City, Oella, Relay, Avalon, and Daniels**, including the places where the valley's business owners, workers, and their families lived

- the historic communities of **Catonsville and Lawyer's Hill**, including the places settled early in the late 19th and early 20th centuries, as people moved west from the city of Baltimore along the National Road and the US 1 corridor

- the **Historic National Road (All American Road) corridor,** including the historic travel route along which raw materials needed for production were transported to the valley's manufacturing facilities and along which its finished products were taken to Baltimore for sale and shipment around the world

- **other connecting travel route corridors** including the roads connecting historic communities with one another and to the river, and the historic B&O Railroad rail line

- adjoining lands of conservation interest, including:
  - the remaining farmlands and forestlands that once supported the valley's industrial enterprise and its historic communities, supplying needed food, timber, and other goods
  - Patapsco Valley State Park and areas of interest as additions to Patapsco Stream Valley Park representing a modern extension of early 20th century plans to establish a recreation and demonstration area for the Patapsco River Valley
  - areas recognized today as important natural resource lands that should be preserved for present and future generations, reflecting the contemporary evolution of the conservation tradition in the Patapsco Valley

Within these places, are significantly high concentrations of historical, cultural, and/or natural resources, which contribute to the historic significance of the heritage area. These resources already offer many heritage experiences to residents and visitors and have the potential to offer more and higher quality heritage experiences.

Through heritage area management, in collaboration with the heritage area's partners, these experiences and the additional visitors they attract have the potential to beneficially impact the local quality of life for heritage area residents. Future stewardship investments made possible through the heritage areas program will support needed preservation and conservation throughout the heritage area, consistent with the goals of local governments as expressed in existing community plans.

Most of the historic communities are the focus of revitalization efforts by Howard County, Baltimore County, and/or the Maryland Department of Housing and Community Development. All have designated (or pending) historic districts at their core where existing preservation efforts by local government and/or private landowners are concentrated.

Outside of the historic communities, most of the lands in the gorge and along the tributary stream valleys are already protected. The state of Maryland recognized the natural resource value of the Patapsco River gorge in 1905 when it began acquiring land along the river and its tributaries to create what today is Patapsco Valley State Park. MD DNR has supported designation of the park as part of the recognized heritage area, and views participation in the heritage area program as a means of enhancing stewardship of the park's natural and cultural resources while providing enhanced opportunities for visitors to experience those resources.

Other lands on the plateau above the gorge, outside of historic communities, generally include lands designated by Baltimore County, Howard County, and the state of Maryland as lands of conservation interest in local government plans and in state resource conservation programs. The counties and state, as well as its non-profit partners and private landowners, have demonstrated support for conservation of these lands through acquisition of land and easements in these areas and efforts to support future additional acquisition now underway.

Patapsco River Gorge and the Patapsco River's Tributary Stream Valleys

Lands composing the Patapsco River Gorge and the Patapsco River's tributary stream valleys generally include:

- the Patapsco River, its floodplain, and gorge walls from the river to the rim (generally >15% slope)
- tributary streams, their floodplains, and steeply sloping valley walls (generally >15% slope)

Most of these lands are within the limits of Patapsco Valley State Park and/or have been designated of conservation interest by Baltimore County, Howard County, and/or the state of Maryland (including land designations listed below for Adjoining Lands of Conservation Interest).

Historic Communities

Communities within the heritage area include historic communities as reflected in historic district boundaries, expanded to include newer neighborhoods that are now parts of those communities and where there are places of interest to visit. Boundaries are defined for each community by combining the following areas:

- Ellicott City
  - Ellicott City National Register District
  - Ellicott City Historic District (as designated by Howard County)
  - Ellicott City Sustainable Community (as approved by the Maryland Department of Housing and Community Development)
  - Growth and Revitalization Area (as designated in Howard County's adopted comprehensive plan (PlanHoward 2030 (Howard County 2013c))
  - adjoining historic institutional lands with connections to the community (Taylor Manor, Howard County Courthouse and Office Buildings)

- Lawyer's Hill
  - Lawyer's Hill National Register District
  - Lawyer's Hill Historic District (as designated by Howard County)

- Elkridge
  - Old Washington Road Survey Historic District
  - Elkridge Landing Historic District
  - Railroad Avenue Historic District
  - state-designated historic districts
  - Growth and Revitalization Areas (as designated in Howard County's adopted comprehensive plan (*PlanHoward 2030* (Howard County 2013c))
    - ✓ Route 1 Corridor (from Old Washington Road to the Patapsco River)
    - ✓ Furnace Avenue area
    - ✓ Route 1 Corridor Activity Centers (from Old Washington Road to the Patapsco River) (as identified in the *Route 1 Manual* (Howard County 2009)

- Oella
  - Oella National Register District
  - state-designated historic districts
  - Baltimore County Historic Properties

- Catonsville
  - Winters Lane National Register District
  - Old Catonsville National Register District
  - Central Catonsville and Summit Park National Register Historic District
  - Catonsville/Patapsco Sustainable Community (as approved by the Maryland Department of Housing and Community Development)
  - Catonsville Commercial Revitalization District (as designated by Baltimore County)
  - Catonsville Community Enhancement Area (as designated by Baltimore County)
  - Baltimore County Historic Properties
  - adjoining institutional lands with cultural and historic connections to the community (Spring Grove Hospital, Catonsville High School, Community College of Baltimore County, University of Maryland Baltimore County)

- Relay
  - Relay Historic District (as designated by Baltimore County)

- Avalon
  - Baltimore County Historic Properties
  - state-designated historic districts

- Thistle
  - Thistle Mill site

- Illchester
  - Illchester Mill site

- Daniels
  - Daniels National Register Historic District

Historic National Road (All American Road)

The Historic National Road (All American Road) corridor includes the MD 144 right-of-way and adjoining properties, extending from the west side of the Baltimore Beltway (I-695) near Catonsville to the east side of MD 29 near Ellicott City.

Other Connecting Travel Corridors

Other travel routes include the following road rights-of-way and adjoining properties:

- US Route 1 corridor, from I-195 at Relay through Elkridge at Old Washington Road (including the eastern portion of the US Route 1 Redevelopment Corridor in Howard County)

- Historic travel routes connecting sites within the heritage area that retain scenic quality and are designated as scenic roads:
  - Howard County
    - ✓ Daniels Road
    - ✓ various roads within Ellicott City
    - ✓ Old Columbia Pike
    - ✓ New Cut Road
    - ✓ College Avenue/Beechwood Road/Landing Road
    - ✓ Bonnie Branch Road
    - ✓ Illchester Road
    - ✓ Norris Lane
    - ✓ Rockburn Hill Road/Levering Avenue
    - ✓ Lawyers Hill Road
    - ✓ Old Lawyers Hill Road
  - Baltimore County
    - ✓ Dogwood Road
    - ✓ Wrights Mill Road
    - ✓ Oella Avenue
    - ✓ River Road
    - ✓ Thistle Road
    - ✓ Rolling Road
    - ✓ Hilton Avenue

- the former B&O Railroad right-of-way (now owned by the CSX Corporation)

Adjoining Lands of Conservation Interest

The network of undeveloped lands on the plateau adjoining the Patapsco River gorge includes tracts of land that remain largely free of development and that have been recognized of conservation value in

plans prepared by Baltimore County, Howard County, and the state of Maryland through one of more of the following designations:

- Patapsco Valley State Park
- land designated as green infrastructure by the state of Maryland, Howard County (*Howard County Green Infrastructure Network Plan* (Howard 2012a)), and Baltimore County *(Master Plan 2020* (Baltimore County 2010)), including:

  – hubs
  – corridors
  – streams
  – reservoirs, lakes, or ponds
  – wetlands
  – agricultural or environmental easements
  – parks or open space
  – forests (Howard County only)

- greenway lands, including:

  – lands along environmental greenways and recreational greenways designated by Baltimore County (Baltimore County 2010)
  – a site for a new regional park in Region 1 of Baltimore County, likely encompassing approximately 35 acres at the Spring Grove Hospital Complex in Catonsville
  – lands designated as regional greenway expansion areas by Howard County (*Howard County Land Preservation & Recreation Plan* (Howard County 2012b))

- golf courses
- in Baltimore County, land along tributary streams designated as:

  – land located outside the Urban Rural Demarcation Line) in Baltimore County's adopted comprehensive plan *(Master Plan 2020* (Baltimore County 2010))
  – "T1 Natural" in Baltimore County's adopted comprehensive plan *(Master Plan 2020* (Baltimore County 2010))
  – land designated as potential county regional parks in Baltimore County's adopted *2012 Land Preservation, Parks and Recreation Plan (Baltimore County 2012a)*
  – resource conservation districts in Baltimore County's adopted zoning regulations (Baltimore County 2013), including:
    ✓ RC7 Resource Preservation
    ✓ RC8 Environmental Enhancement
    ✓ RC50 Critical Area Agricultural
    ✓ RCC Resource Conservation-Commercial

- in Howard County, land along tributary streams designated as:

  – environmental districts in Howard County's adopted zoning regulations (Howard County 2013c), including:
    ✓ Residential: Historic – Environmental District (R-H-ED)
    ✓ Residential: Environmental Development District (R-ED)

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	PHG In-House	Collaboration	Project Partners	Project Cost (2012$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
1.1	**Stewardship Management Actions – Public Appreciation of Heritage Resources**										
1.1.2c	Work with Preservation Maryland on its annual preservation and revitalization conference; promote hosting the conference at a location within the heritage area.	X			X		Preservation Maryland	staff time, internship, pro bono, pro bono	PHG operating funds	conference participate, hosting conference within PHA	Heritage Product Development, Partnership Building
1.1.3a	Provide links on the PHA website to special studies relevant to the economic benefits of historic preservation; consider developing and printing an informational brochure for distribution at visitor centers and heritage partner sites. (also see action 1.1.2a)			X	X			staff time, internship, pro bono, pro bono	PHG operating funds, grant funding	communication of info on website, brochure	Sustaining Regional Identity, Heritage Product Development
1.2	**Stewardship Management Actions – Historic Preservation**										
1.2.1a	Assemble a heritage area library of site survey forms for historic resources listed in the Howard County Historic Sites Inventory, Baltimore County Historic Sites Inventory, Maryland Inventory of Historic Properties, and National Register of Historic Places.		X		X		Maryland Historical Trust, Howard County, Baltimore County	staff time, internship, pro bono	PHG operating funds, student internship	expanded PHA digital library including survey forms	Sustaining Regional Identity
1.2.1b	Identify additional sites that are potentially eligible for the Howard County Historic Sites Inventory and the Baltimore County Historic Sites Inventory; support or pursue completing research and documentation required to submit eligibility applications.		X			X	Maryland Historical Trust, Howard County, Baltimore County, historical societies	staff time, internship, pro bono	PHG operating funds, student internship, grant funding	completed eligibility/ nomination forms	Sustaining Regional Identity
1.2.1c	Identify additional sites that are potentially eligible for listing on the *National Register of Historic Places*; support or pursue completing research and documentation required to submit eligibility applications.			X		X	Maryland Historical Trust, Howard County, Baltimore County, historic societies	staff time, internship, pro bono	PHG operating funds, student internship, grant funding	completion of eligibility/ nomination forms	Sustaining Regional Identity
1.2.1d	Periodically update the heritage area's GIS database, including shapefiles and accompanying metadata identifying historic resources within the heritage area.			X	X		UMBC, contractor	staff time, internship, pro bono	PHG operating funds, student internship, grant funding	update of GIS database	Sustaining Regional Identity
1.2.1e	Review historic properties within the heritage area to identify those which contribute to the significance of the heritage area.			X		X	Maryland Historical Trust, Howard County, Baltimore County, historical societies	staff time, internship, pro bono	PHG operating funds, student internship, grant funding	inventory of historic properties that contribute to heritage area's significance	Sustaining Regional Identity
1.2.2f	Identify historic cemeteries within the heritage area; undertake outreach to historic cemetery			X		X	Maryland Historical Trust, Howard	staff time, internship, pro	PHG operating funds	inventory of heritage area	Sustaining Regional Identity

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type PHG In-House	Collaboration	Project Partners	Project Cost (2012$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
	owners for maintenance, restoration, and tax credit incentives.						County Cemetery Advisory Board, historical societies	bono		cemeteries, contacts with historic cemetery owners	

1.3 Stewardship Management Actions – Cultural Resource Preservation

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	PHG In-House	Collaboration	Project Partners	Project Cost (2012$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
1.3.2b	Identify priority cultural resource preservation projects; work with partners/owners of identified resources to explore funding options for priority projects. Include high priority projects in annual work plans or in the five-year plan.		X			X	Maryland State Arts Council's Traditions Program, Howard County Arts Council, Baltimore County Commission on Arts and Sciences, others	staff time, internship, pro bono	PHG operating funds, grant funding	identification of priority projects, securing funding; completion of high priority projects	Sustaining Regional Identity, Partnership Building

1.4 Stewardship Management Actions – Archeological Resource Conservation and Stewardship

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	PHG In-House	Collaboration	Project Partners	Project Cost (2012$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
1.4.1a	Collect archeological resource studies completed for sites within the heritage area; focus on studies completed for NEPA and Section 106 compliance as primary source of information; maintain a digital library of archeological resource studies; develop an annotated bibliography.		X			X	Maryland Historical Trust, Maryland State Highway Administration, Baltimore County Bureau of Traffic Engineering and Transportation Planning, Howard County Office of Transportation, other state and local agencies, archeological scholars	staff time, internship, pro bono	PHG operating funds	expansion of PHA digital library, annotated bibliography of archeological resources	Sustaining Regional Identity
1.4.1b	Identify and collaborate with scholars to expand understanding of archeological resources and relevant research, with priority given to the Patapsco Valley gorge.		X			X	Archeological scholars	staff time, internship, pro bono	PHG operating funds	identification of scholars knowledgeable about PHA's archeological resources, new research projects underway or completed	Sustaining Regional Identity

APPENDIX C: PATAPSCO HERITAGE AREA – MID- AND LONG-TERM MANAGEMENT ACTIONS

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	PHG In-House	Collaboration	Project Partners	Project Cost (2012$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
1.4.1c	Create and periodically update a GIS database including shapefiles and accompanying metadata identifying locations within the heritage area which have been subject to archeological resource studies.		X	X			UMBC, contractor	staff time, internship, pro bono	PHG operating funds, student internship, grant funding	updated GIS database	Sustaining Regional Identity
1.4.2a	Explore the feasibility of developing a public archeology program; seek funding for the program and implement.			X		X	Howard County, Baltimore County, historical societies, archeological scholars	staff time, internship, pro bono	PHG operating funds, grant funding	development of public archeology program, secure funding, implementation of program elements	Sustaining Regional Identity
1.4.2b	Work with public agencies engaged in NEPA and Section 106 compliance activities to include mitigation measures for projects affecting archeological resources that promote public appreciation of local archeology.			X		X	Maryland Historical Trust, Maryland State Highway Administration, Baltimore County Bureau of Traffic Engineering and Transportation Planning, Howard County Office of Transportation, other state and local agencies	staff time, internship, pro bono	PHG operating funds, grant funding	completion of research projects that provide knowledge to support actions promoting public appreciation of local archeology	Sustaining Regional Identity
1.4.2c	Support strengthening local archeological resource conservation programs, laws, and regulations to incentivize conservation and that require protection of archeological resources (or suitable mitigation of adverse effects) during the land development process.			X		X	Baltimore County, Howard County, historical societies	staff time, internship, pro bono	PHG operating funds, grant funding	local government consideration and possible adoption of local archeological resource conservation tools	Sustaining Regional Identity
1.4.3a	Inventory sites within the heritage area with archeological collections.	X				X	Maryland Historical Trust, Baltimore County, Howard County, historical societies, archeological scholars	staff time, internship, pro bono	PHG operating funds, grant funding	inventory of sites with archeological collections	Sustaining Regional Identity
1.4.3b	Collaborate with heritage partners to identify curation needs for the heritage area's archeological collections; work with partners with collections to explore options for developing and funding implementation of a collections management plan. Include high	X				X	Maryland Historical Trust, Baltimore County, Howard County, historical societies, archeological	staff time, internship, pro bono	PHG operating funds, grant funding	identification of curation needs, identification of options to address needs, inclusion of high priority	Sustaining Regional Identity, Building Partnerships

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	PHG In-House	Collaboration	Project Partners	Project Cost (2012$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
	priority projects in annual work plans or in the five-year plan.						scholars, heritage area partners			projects in work plans	
1.5	**Stewardship Management Actions – Natural Resource Protection and Conservation**										
1.5.1b	Periodically update the heritage area's GIS database including shapefiles and accompanying metadata regarding natural resources within the heritage area.		X		X		UMBC, contractor	staff time, internship, pro bono	PHG operating funds, student internship, grant funding	update of GIS database	Sustaining Regional Identity
1.5.2j	Promote implementation of the statewide forest management plan within the heritage area and environs; explore funding options; facilitate development and implementation of the plan.		X			X	PVSP (MD DNR), Friends of PVSP, Maryland Forest Service, USDA Forest Service	staff time, internship, pro bono	PHG operating funds	collaboration with partners to promote plan implementation, identification of priority plan implementation actions, inclusion of high priority project ins work plans	Sustaining Regional Identity
2.2	**Interpretation Management Actions – Presentation of the Valley's Stories**										
2.2.1c	Periodically conduct an interpretive planning workshop with partners.		X		X		heritage partners	staff time, internship, pro bono, conference costs ($1,000)	PHG operating funds	hosting of conferences	Heritage Product Development, Partnership Building
2.2.3c	Invite interpretation experts to present at PHA's periodic interpretive planning workshop.		X		X			staff time, internship, pro bono	PHG operating funds	participation by interpretation experts in PHA workshops	Heritage Product Development, Sustaining Regional Identity
2.2.3d	Provide interpretive media and research publications developed by PHA, the National Park Service, and others, to heritage partners.					X		staff time, internship, pro bono	PHG operating funds	distribution of interpretive media and publications	Heritage Product Development
2.2.4b	Explore creating a grant program for interpretive planning that would encourage heritage partners to prepare (or update) interpretive plans that strengthen connections to the heritage area's interpretive framework.		X		X			staff time, internship, pro bono, grant funding (TBD)	PHG operating funds, grant funding	implementation of grant program	Heritage Product Development, Sustaining Regional Identity, Organizational

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type PHG In-House	Collaboration	Project Partners	Project Cost (2012$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
2.3	**Interpretation Management Actions – Interpretive Messaging**										
2.3.1c	Develop a series of brief videos that orient residents and visitors to the heritage area; distribute the videos through a dedicated PHA YouTube channel.		X	X			contractor, Enjoy Baltimore County, Visit Baltimore County	video production ($7,500)	grant funding	implementation on website and YouTube, implementation at heritage partner sites	Heritage Product Development, Sustaining Regional Identity
2.3.1d	Develop a series of brief videos that use the interpretive framework to provide information on PHA and its resources; distribute the videos through a dedicated PHA YouTube channel.		X	X			contractor, Enjoy Baltimore County, Visit Baltimore County	video production ($7,500)	grant funding	implementation on website and YouTube, implementation at heritage partner sites	Heritage Product Development, Sustaining Regional Identity
2.3.1e	Working in cooperation with heritage partners, develop and implement a public history campaign that uses mobile technology to tell the heritage area's stories and to relay information to residents and visitors about the heritage area's events and programs.		X			X	Enjoy Baltimore County, Visit Baltimore County, UMBC, other schools	staff time, internship, pro bono, marketing materials ($500 - $1,000)	grant funding	successful roll-out of program and use	Heritage Product Development, Sustaining Regional Identity
2.3.2b	Assess the performance of existing interpretive media, exhibits, and interpretive panels (waysides) with respect to the comprehensive interpretive plan, taking into consideration consistency with the interpretive framework, presentation, and condition; develop a plan, as appropriate, to update, modify, and/or expand media and exhibits.		X	X			contractor, Historic Ellicott City, Preservation Howard County, historical societies, Howard County and Baltimore County Departments of Recreation and Parks, PVSP	assessment ($15,000)	grant funding	completion of assessment and plan	Heritage Product Development, Sustaining Regional Identity
2.4	**Interpretation Management Actions – Programs and Events**										
2.4.1a	Develop a series of travel itineraries linking multiple heritage resources to key interpretive themes of the heritage area.			X		X	contractor, Historic Ellicott City, Preservation Howard County, historical societies, Howard County and Baltimore County Departments of Recreation and	staff time, unpaid student internship (graphics), text and images ($10,000), printing ($10,000)	grant funding	distribution of travel itineraries	Heritage Product Development, Sustaining Regional Identity

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	PHG In-House	Collaboration	Project Partners	Project Cost (2012$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
				X		X	Parks, PVSP, UMBC	staff time, internship, pro bono	grant funding	implementation on website	Heritage Product Development, Sustaining Regional Identity
2.4.1b	Make the itineraries available in downloadable online format, suitable for both in-person use and "virtual visitors."			X		X	contractor	staff time, internship, pro bono, website development ($15,000)	MHAA grant	implementation on website	Heritage Product Development, Sustaining Regional Identity
2.4.1c	Explore ways in which users of the PHA website could create custom itineraries based on themes, location, and interest; implement custom itineraries, if feasible.		X			X			PHG operating funds	submission of successful grant applications for enhanced or new tours	Heritage Product Development, Sustaining Regional Identity
2.4.1d	Support heritage partners to enhance their existing tours and to develop new heritage tours.		X			X	Historic Ellicott City, Preservation Howard County, historical societies, Howard County and Baltimore County Departments of Recreation and Parks, PVSP	staff time, internship, pro bono			
2.4.2a	Host a semi-annual (every two years) PHA event at a heritage resource site within the heritage area.		X			X	heritage partners	staff time, internship, pro bono	PHG operating funds	hosting of semi-annual events	Heritage Product Development, Sustaining Regional Identity
2.4.3a	Support heritage partners with efforts to reconstruct and interpret an 18th century mill within one of PHA's heritage communities.		X			X	Historic Ellicott City	staff time, internship, pro bono	PHG operating funds	actions to support partner efforts to reconstruct and interpret a mill	Sustaining Regional Identity, Heritage Product Development, Partnership Building
2.4.3b	Involve Patapsco Valley State Park (PVSP) (MD DNR) in developing the heritage area's comprehensive interpretive plan, including identification of stories to be told at the park and needed interpretive media and programs. (also see action 4.1.1a)		X			X	contractor, PVHP, Friends of PVSP, Howard and Baltimore County Departments of Recreation and Parks, historical societies, heritage partners, stakeholders	staff time, internship, pro bono, CIP development ($25,000)	PHG operating funds, MHAA grant	completion of a comprehensive interpretive plan (CIP) with involvement of PVSP (MD DNR)	Sustaining Regional Identity, Heritage Product Development
2.4.3c	Provide assistance with development of interpretive media and implementation of interpretive programs in Patapsco Valley State		X			X	PVSP, Friends of PVSP	staff time, internship, pro bono	PHG operating funds	actions to support implementation of interpretive media	Sustaining Regional Identity, Heritage Product

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type PHG In-House	Collaboration	Project Partners	Project Cost (2012$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
										and programs at PVSP	Development
2.4.3d	Park (PVSP) (MD DNR), as identified in the comprehensive interpretive plan. Collaborate with Patapsco Valley State Park (PVSP) (MD DNR) and CSX to develop a viewing platform for the Thomas Viaduct.		X			X	contractor, PVSP, Friends of PVSP	staff time, internship, pro bono, design and construction	PHG operating funds; grant funding	development of a viewing platform for the Thomas Viaduct	Sustaining Regional Identity, Heritage Product Development
2.4.3e	Involve Howard and Baltimore County Departments of Recreation and Parks in developing the heritage area's comprehensive interpretive plan, including identification of stories to be told at parks and needed interpretive media and programs.		X			X	contractor, PVHP, Friends, of PVSP, Howard and Baltimore County Departments of Recreation and Parks, historical societies, heritage partners, stakeholders	contractor ($25,000)	MHAA grant	completion of a comprehensive interpretive plan (CIP) with involvement of county parks departments	Sustaining Regional Identity, Heritage Product Development
2.4.3f	Provide assistance with development of interpretive media and implementation of interpretive programs in county parks, as identified in the comprehensive interpretive plan.		X			X	Howard County Department of Recreation and Parks, Baltimore County Department of Recreation and Parks	staff time, internship, pro bono	PHG operating funds	submission of successful grant applications for development of new interpretive media and programs	Sustaining Regional Identity, Heritage Product Development
2.4.3g	Seek funding to host additional events to share with local communities the stories and portraits of the Library of Congress Local Legacy Project; host events.		X			X		staff time, internship, pro bono, event costs ($5,000)	grant funding	hosting of additional events to share local legacy stories and portraits	Sustaining Regional Identity, Heritage Product Development
2.4.3h	Encourage partners to develop interpretive media and programs that tell the stories of African Americans in the Patapsco Valley.		X			X	Benjamin Banneker Historical Park and Museum, Ellicott City Colored School, Winters Lane African American Mini Museum	staff time, internship, pro bono	PHG operating funds	use of additional interpretive media that tell African American stories	Heritage Product Development, Partnership Building
2.4.3k	Explore opportunities for designating a connecting trail to the Captain John Smith Chesapeake National Historic Trail through the Patapsco Valley.		X			X	NPS Chesapeake Bay Office, Chesapeake Conservancy	staff time, internship, pro bono	PHG operating funds	implementation of enhanced interpretive programming along the Captain John Smith	Heritage Product Development, Sustaining Regional Identity

3.1 Heritage Tourism Management Actions – Visibility and Audiences

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type PHG In-House	Collaboration	Project Partners	Project Cost (2012$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
										Chesapeake National Historic Trail	
3.1.2b	Explore options for additional visitor centers in Catonsville and Elkridge; seek funding for the development of additional visitor centers and implement.	X				X	Enjoy Baltimore County, Visit Howard County; heritage partners	staff time, internship, pro bono,	PHG operating funds; grant funding	site selection for one or more visitor centers; opening of one or more visitor centers	Heritage Product Development
3.1.3c	Include on the heritage area website an interactive, GIS-based visitor experience map showcasing heritage area cultural heritage attractions and interpretive sites.	X				X	contractor, Enjoy Baltimore County, Visit Howard County	website development ($15,000)	PHG operating funds, MHAA grant	creation of a new PHA website	Heritage Product Development, Sustaining Regional Identity
3.1.3g	Assign a staff member, volunteer, or intern the responsibility of monitoring travel websites and reviews; respond to negative reviews.	X	X		X			staff time, internship, pro bono	PHG operating funds	regular monitoring of travel websites and reviews	Organizational
3.1.3h	Create a web-based travel guide.	X	X		X		contractor	staff time, internship, pro bono, initial travel guide ($10,000)	grant funding	completion of travel guide	Heritage Product Development, Sustaining Regional Identity
3.1.3i	Develop a series of brief videos that use the interpretive framework to provide information on PHA and its resources; distribute the videos through the PHA website and a dedicated PHA YouTube channel.	X	X		X		contractor	video production ($7,500)	grant funding	implementation on website and YouTube, implementation at heritage partner sites	Heritage Product Development, Sustaining Regional Identity
3.1.4a	Work with destination marketing organizations to include research elements in their regular research protocols in order to inform heritage area marketing decisions.	X				X	Enjoy Baltimore County, Visit Baltimore, Ellicott City Historic District Partnership	staff time, internship, pro bono	PHG operating funds	completion of research needed to inform PHA marketing decisions	Partnership Building
3.1.4d	Complete a marketing plan for the heritage area; implement recommended actions.	X				X	contractor, Visit Howard County, Enjoy Baltimore County	marketing plan ($25,000), plan implementation (TBD)	grant funding (for plan), MHAA marketing grant (for plan implementation)	completion of marketing plan, implementation of marketing plan components	Organizational
3.1.4e	Use travel itineraries and tours (see actions 2.4.1a, b, c, d) to promote thematic touring in Baltimore.	X				X	contractor, Historic Ellicott City, Preservation Howard County,	staff time, internship, pro bono, text and images ($10,000),	grant funding	distribution of travel itineraries	Heritage Product Development, Sustaining Regional Identity

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	PHG In-House	Collaboration	Project Partners	Project Cost (2012$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
							historical societies, Howard County and Baltimore County Departments of Recreation and Parks, PVSP, UMBC	printing ($10,000)			
3.1.5a	Provide Visit Howard County and Enjoy Baltimore County with messaging and interpretive materials that allow them to easily fold heritage area marketing into their regular work.		X			X	Visit Howard County, Enjoy Baltimore County	staff time, internship, pro bono	PHG operating funds	completion and distribution of messaging and interpretive materials	Partnership Building, Sustaining Regional Identity
3.1.5b	Seek advice and guidance from Visit Howard County and Enjoy Baltimore County on PHA's annual work plan and incorporate their recommendations; share PHA's annual work plans and annual reports reciprocally with Visit Howard County and Enjoy Baltimore County.		X			X	Visit Howard County, Enjoy Baltimore County	staff time, internship, pro bono	PHG operating funds	advise sought and incorporated	Partnership Building, Sustaining Regional Identity
3.1.6a	Serve as the champion for heritage partners' grant applications by working with partners to strengthen their applications and by providing support letters.		X			X	all eligible applicants	staff time, internship, pro bono	PHG operating funds	completion of successful grant applications	Partnership Building
3.1.6c	Determine how to track economic impact via investments made in the Patapsco Valley's tourism product; track economic impact; track economic impact.		X			X	Visit Howard County, Enjoy Baltimore County	staff time, internship, pro bono	PHG operating funds	completion and distribution of messaging and interpretive materials	Partnership Building, Sustaining Regional Identity
3.1.6d	Include economic impact information in the heritage area's annual report and share that report broadly.		X	X				staff time, internship, pro bono, annual report printing (minimal cost)	PHG operating funds	inclusion of economic impact information in PHG annual report	Organizational
3.1.7a	Collaborate with partners to develop and implement annual, mutually beneficial strategies for cooperative advertising, ad placement in individual visitor guides, and other promotional tactics to gain recognition and market share for the heritage area.		X			X	Visit Howard County, Enjoy Baltimore County, Maryland Office of Tourism Development	staff time, internship, pro bono, ad placement (cost TBD)	PHG operating funds	development and implementation of mutually beneficial marketing actions	Partnership Building

3.2   Heritage Tourism Management Actions – Orientation and Wayfinding

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	PHG In-House	Collaboration	Project Partners	Project Cost (2012$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
3.2.1c	Provide training to heritage area partner staff and volunteers on what the heritage area is and how visitors and residents can best experience it.		X			X	heritage partner staff	staff time, internship, pro bono, printed materials (minimal cost)	PHG operating funds	provision of training to herniate partner staff, frontline staff more informed about PHA	Partnership Building
3.2.1d	Support efforts to establish additional visitor centers.		X			X	heritage partners, stakeholders	staff time, internship, pro bono	PHG operating funds	forward movement on development of new visitor centers	Partnership Building
3.2.1e	Explore opportunities to promote the heritage area and its heritage resources with an exhibit or kiosk installation at Baltimore-Washington International Thurgood Marshall Airport (BWI).		X	X			Maryland Aviation Authority, Maryland Office of Tourism Development, Visit Howard County	exhibit development and fabrication (TBD)	grant funding	installation of exhibit at BWI Airport	Heritage Tourism Product Development, Sustaining Regional Identity
3.2.2a	Identify priority locations where orientation exhibits would be most beneficial; design, fabricate, and install orientation exhibits for priority locations.		X			X	Enjoy Baltimore County, Visit Howard County, PVSP, Friends of PVSP, heritage partners, historical societies, stakeholders	staff time, internship, pro bono, exhibit development, fabrication, and installation (TBD)	grant funding	installation of orientation exhibits at sites throughout PHA	Heritage Tourism Product Development, Sustaining Regional Identity
3.2.3a	Inventory orientation and wayfinding signage within the heritage area and identify issues related to sign proliferation, clarity, and other relevant considerations.		X			X	contractor, Enjoy Baltimore County, Visit Howard County, PVSP, Friends of PVSP, heritage partners, historical societies, stakeholders	signage inventory ($7,500)	grant funding	inventory of PHA signage, identification of signage issues	Heritage Tourism Product Development, Sustaining Regional Identity
3.2.3b	Develop heritage area orientation and wayfinding signage guidelines.		X		X		contractor, Enjoy Baltimore County, Visit Howard County, PVSP, Friends of PVSP	guidelines ($15,000)	grant funding	development of orientation and wayfinding signage guidelines	Heritage Tourism Product Development, Sustaining Regional Identity
3.2.3c	Establish priorities for orientation and wayfinding signage installation.		X	X			Enjoy Baltimore County, Visit Howard County, PVSP, Friends of	staff time, internship, pro bono	PHG operating funds	establishment of new signage priorities	Heritage Tourism Product Development, Sustaining

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	PHG In-House	Collaboration	Project Partners	Project Cost (2012$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
						PVSP					Regional Identity
3.2.3d	Obtain funding to design, fabricate, and install priority orientation and wayfinding signage.	X		X				staff time, internship, pro bono, signage design, fabrication and installation (TBD)	grant funding	installation of orientation and wayfinding signage throughout PHA	Heritage Tourism Product Development, Sustaining Regional Identity

3.3 Heritage Tourism Management Actions – Heritage Communities

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	PHG In-House	Collaboration	Project Partners	Project Cost (2012$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
3.3.1a	Develop a toolkit that heritage communities can use to partner with the heritage area, Visit Howard County, and Enjoy Baltimore County in order to promote their programs and activities.		X	X			contractor, Enjoy Baltimore County, Visit Howard County	toolkit (TBD)	grant funding	develop of toolkit for DMO partner use	Heritage Tourism Product Development, Sustaining Regional Identity
3.3.1b	Explore the idea of training "heritage ambassadors" as a means of connecting heritage communities with the heritage area, residents, and visitors.	X				X	heritage partners, stakeholders	staff time, internship, pro bono, printed materials (minimal cost)	PHG operating funds	implementation of a "heritage ambassador" program	Heritage Product Development, Partnership Building
3.3.1c	Publicize heritage communities to visitors and residents by featuring them in interpretive, marketing, and promotional materials, and on the heritage area website.	X				X	Enjoy Baltimore County, Visit Howard County, heritage communities	staff time, internship, pro bono	PHG operating funds	increase in awareness of heritage communities	Sustaining Regional Identity, Partnership Building
3.3.2a	Develop and implement a program that provides a venue for businesses to market themselves to the cultural heritage traveler; designate the program as the heritage area's official quality stamp of approval for providing unique Patapsco Valley experiences for travelers and residents.		X	X			Enjoy Baltimore County, Visit Howard County, heritage partners, heritage tourism businesses	staff time, internship, pro bono, printing ($1,000 annually)	PHG operating funds	program participation by attractions and heritage tourism businesses	Heritage Tourism Product Development, Partnership Building
3.3.2b	Through the heritage area's website, encourage heritage tourism businesses to take advantage of Maryland Heritage Area Authority loans for capital projects and business development.	X		X			heritage tourism businesses	staff time, internship, pro bono	PHG operating funds	applications by heritage tourism businesses for MHAA support	Partnership Building
3.3.2c	Consider creating a PHA product line with businesses and local partners; seek advice and guidance and potentially partner with Maryland Traditions on the effort.	X		X			Enjoy Baltimore County, Visit Howard County, business community, Maryland Tradition	staff time, internship, pro bono, product line (TBD)	PHG operating funds	private investment potential	Heritage Tourism Product Development, Partnership Building, Sustaining Regional Identity

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	PHG In-House	Collaboration	Project Partners	Project Cost (2012$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
3.3.2d	Extend the "heritage ambassadors" program (see action 3.3.1b) to businesses in order to encourage visitor-serving businesses to positively represent the heritage area.	X				X	heritage partners, stakeholders, heritage tourism businesses	staff time, internship, pro bono, printed materials (minimal cost)	PHG operating funds	implementation of a "heritage ambassador" program	Heritage Product Development, Partnership Building
3.3.3a	Assess heritage area partner training needs and identify what form of training or technical assistance will be most helpful; identify other organizations that may already provide these forms of training.		X			X	contractor, heritage partners	staff time, internship, pro bono, training ($5,000 annually)	grant funding	determination of training needs, implementation of training program	Partnership Building
3.3.3b	Provide a certification program for heritage area tour guides that includes incentives for their participation as well as ongoing opportunities for re-certification and additional training.		X			X	contractor, PHA tour guides	staff time, internship, pro bono, training ($5,000 annually)	grant funding	development and implementation of certification program	Partnership Building
4.2	**Heritage Recreation Management Actions – Trails**										
4.2.1h	Support efforts to provide a trail linking the heritage area with BWI Airport	X				X		staff time, internship, pro bono	PHG operating funds	development of trail link	Heritage Tourism Development, Partnership Bldg
4.2.1i	Collaborate with Patapsco Valley State Park (PVSP) (MD DNR) to develop a trail link from Avalon to the Baltimore Harbor.	X				X		staff time, internship, pro bono	PHG operating funds	development of a trail link	Heritage Tourism Development, Partnership Bldg
5.6	**Organizational Management – Planning and Evaluation**										
5.6.1c	In 2017, complete a strategic plan, including a review of programs and activities and reevaluation of management priorities. Update the strategic plan every three years thereafter.	X				X		staff time, internship, pro bono	PHG operating funds	development of a strategic plan	Organizational
5.6.1d	As appropriate, following amendment(s) to the heritage area boundaries (see action 5.6.4a), amend the long-term heritage area management plan and the five-year management plan		X			X		staff time, internship, pro bono	PHG operating funds	amendment of the long-term management plan and five-year plan, as needed	Organizational
5.6.4a	Every five years, review the heritage area boundary for purposes of assessing the need for a boundary amendment; devise a plan and process for securing an amendment, as appropriate, given MHAA procedures in place at that time.		X			X		staff time, internship, pro bono	PHG operating funds	assessment of need for a boundary amendment, completion of amendment	Organizational

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Amendment __ to Council Resolution No. 96-2014

BY: **Jennifer Terrasa**
        and Courtney Watson

Legislative Day No. 9

Date: June 2, 2014

Amendment No. __1__

(This amendment clarifies that the Patapsco State Park Master Plan has precedence over the Management Plan.)

1   On page 1, insert in line 31 "AND BE IT FURTHER RESOLVED by the County Council of

2   Howard County, Maryland that the DNR Patapsco State Park Master Plan and any future updates

3   have precedence over the Management Plan (Exhibit A) as it pertains to the Park.".

1

Amendment **2** to Council Resolution No. 96-2014

BY: **Mary Kay Sigaty**
at the request of
Patapsco Heritage Greenway

Legislative Day No. **9**

Date: June 2, 2014

Amendment No. **2**

(This amendment amends the Patapsco Heritage Area Management Plan as requested by the Patapsco Heritage Greenway.)

1   Make the following changes in Exhibit A:

2   o   On page 2-6, in paragraph 4.2, insert at the end of the paragraph before the final
3   period: "while respecting the ecosystems in the valley"
4   o   On page 5-24, in the second paragraph under "Wildlife", in the first sentence ,
5   strike "The area" and substitute "The areas" and strike "has" and substitute
6   "have".
7   o   On page 9-4, in the paragraph under "Heritage Advisory Committee", insert after
8   the third sentence: "In general, corporate and government entities which express
9   an interest in the Management Plan will be offered membership on the advisory
10   committee.".
11   o   On page 9-5, at the end of the first full paragraph that starts "PHG is committed",
12   insert: "Relevant documents and meeting notices will be made available in a
13   timely manner.".
14   o   On page 9-24, in item 1.1.3g,, in the column labeled "Project Partners", insert
15   after "Departments", ", PVSP (MD DNR)".

Amendment _3_ to Council Resolution No. 96-2014

BY: **Mary Kay Sigaty**
        at the request of
        Patapsco Heritage Greenway

Legislative Day No. _9_

Date: June 2, 2014

Amendment No. _3_

(This amendment amends the Patapsco Heritage Area Management Plan as requested by the Patapsco Heritage Greenway.)

1   On page 7-13 of Exhibit A, strike the section captioned "**Historic Preservation Strategic Plan.**"

2   and substitute "**Historic Preservation Strategic Plan.** The Howard County Department of

3   Planning and Zoning has collaborated with Historic Preservation Advocates – a local citizen's

4   group – to develop an historic preservation plan, as recommended in PlanHoward 2030. The

5   County Council through Resolution 27-2014 adopted the plan on April 9, 2014.".

Amendment 4 to Council Resolution No. 96-2014

BY: Mary Kay Sigaty
       at the request of
       Patapsco Heritage Greenway

Legislative Day No. 9

Date: June 2, 2014

Amendment No. 4

(This amendment amends the Patapsco Heritage Area Management Plan as requested by the Patapsco Heritage Greenway.)

1   On page 8-30 of Exhibit A, strike the last sentence and substitute "A major effort will focus on

2   supporting MD DNR as it develops and implements, through its standard processes, a new

3   management plan for Patapsco Valley State Park."

Amendment 5 to Council Resolution No. 96-2014

BY: **Mary Kay Sigaty**

Legislative Day No. 9

Date: June 2, 2014

Amendment No. 5

(This amendment corrects the name of the Patapsco Heritage Greenway.)

1   On page 1, in line 1 and in line 28, in each instance, strike "Area" and substitute "<u>Greenway</u>".

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