

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 Ilchester.
- 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 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.

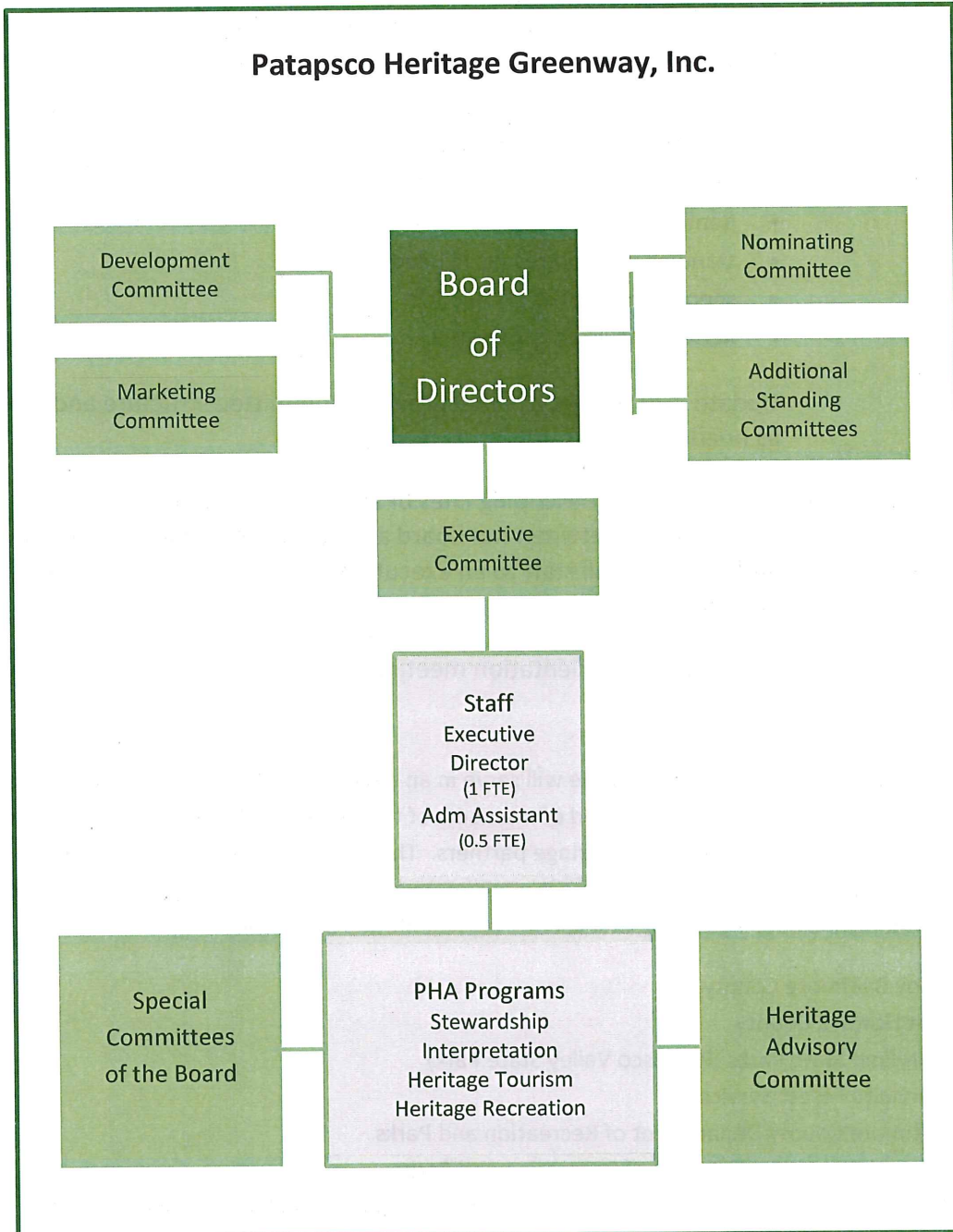
Board of Directors

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 what 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

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



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. 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.

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 it 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

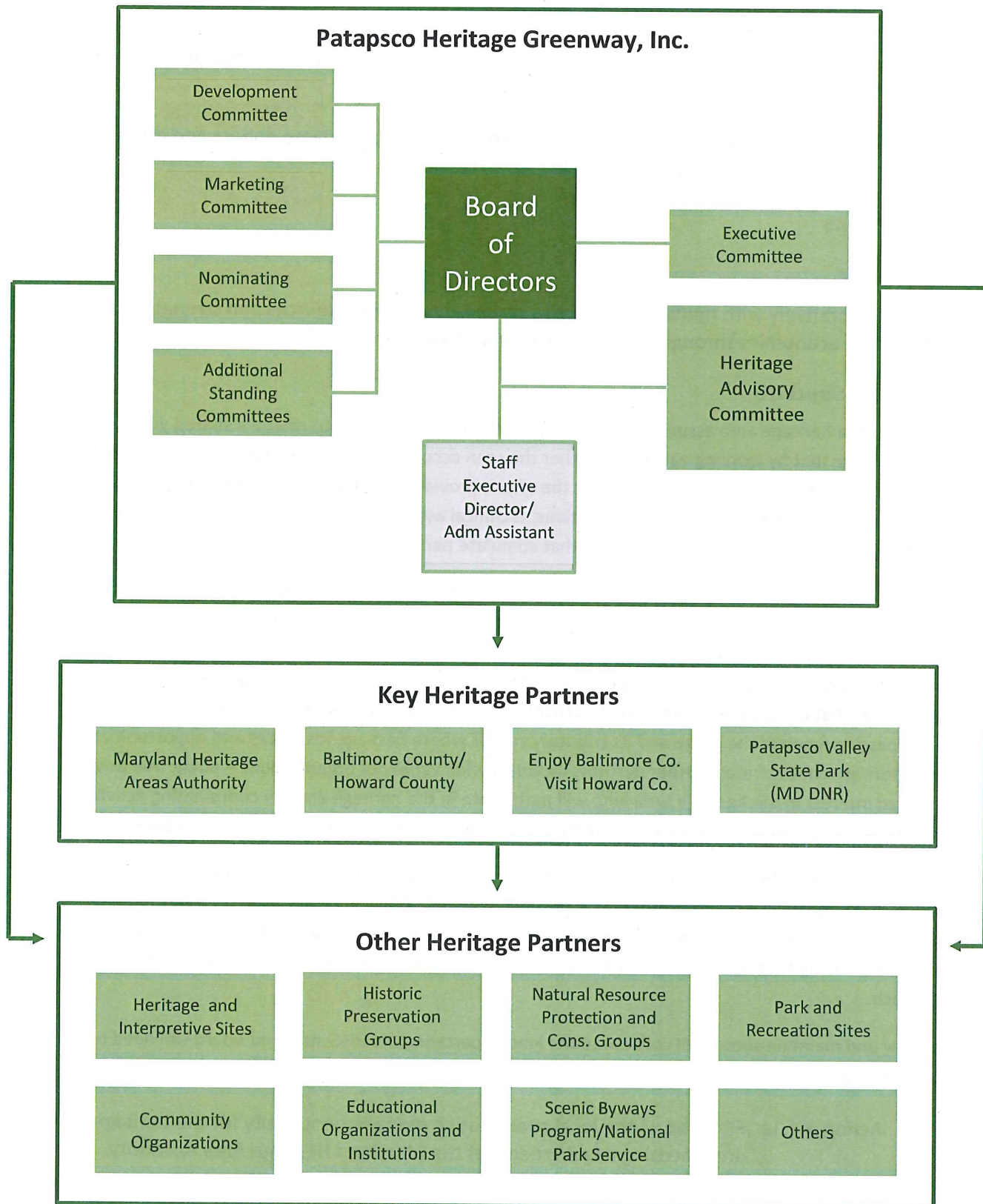


Table 9.1 Heritage Area Partners – Opportunities for Involvement

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	
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/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	M
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	
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/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	S/M	M	S/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/F	S/M/F
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	
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/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				S/M/F
Management																
5.1	Patapsco Heritage Greenway Organizational Management	C/M	F													
5.2	Financial and Asset Management	C/M														
5.3	Funding	C/M	F	F	F/S	F/S	S		S	S	S/F	S	S			
5.4	Partnerships	C/M	F	S/M	S/M	S/M	M	M	M	S/M	S/M	M	M	M	S/F	S/M/F
5.5	Communications	C/M	F		S/M/F	S/M/F		M		S/M	M	M			S	S
5.6	Planning and Evaluation	C/M	S/M/F	S/M/F	M	M	S/M	M	S/M	M	M	M			S/M/F	S/M/F

- 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 products, 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 development 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		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
					PHG In-House <input type="checkbox"/>	Collaboration <input type="checkbox"/>					
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.	•	•	•	<input checked="" type="checkbox"/>		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.	•	•	•		<input checked="" type="checkbox"/>	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.			•	<input checked="" type="checkbox"/>		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)			•	<input checked="" type="checkbox"/>			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.		•	•	<input checked="" type="checkbox"/>			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.	•	•	•		<input checked="" type="checkbox"/>	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, Organizational
1.1.3c	Participate in advocacy days coordinated by conservation and natural resource management	•	•	•		<input checked="" type="checkbox"/>	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		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
	organizations.									communication of concerns with officials	Regional Identity, Organizational
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.	•	•	•	■		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.		•	•	■		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.	•	•	•		■	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.	•	•	•	■		Baltimore County Departments, Howard County Departments	staff time, intern, pro bono	PHG operating funds	regular communications 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.	•	•	•	■		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											
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.	•	•	•	■		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.	•	•	•	■		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	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
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 MHAA 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	FY 15	FY 16	FY 17	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
					<input type="checkbox"/>	<input type="checkbox"/>					
1.3 Stewardship Management Actions – Cultural Resource Stewardship											
1.3.1a	On the PHA website provide information on the heritage area’s cultural resources.			•	<input checked="" type="checkbox"/>			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.			•		<input checked="" type="checkbox"/>	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.			•	<input checked="" type="checkbox"/>			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.			•	<input checked="" type="checkbox"/>		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.		•	•	<input checked="" type="checkbox"/>		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.			•	<input checked="" type="checkbox"/>		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.			•	<input checked="" type="checkbox"/>			staff time, intern, pro bono	PHG operating funds	completion of grant applications	Sustaining Regional Identity
1.4 Stewardship Management Actions – Archeological Resource Stewardship											
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			•		<input checked="" type="checkbox"/>	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		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
	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											
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 Patapasco Heritage Area – High Priority Short-Term Management Actions

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

2.5 Interpretation Management Actions – Education

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

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
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3.1 Heritage Tourism Management Actions – Visibility and Audiences

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

PATAPSCO HERITAGE AREA MANAGEMENT PLAN – Business Plan

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

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
					PHG In-House	Collaboration					
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	Organizational
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, Organizational
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, Organizational
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	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
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	Organizational
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, Organizational
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, Organizational
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	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
					■	□					
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	FY 15	FY 16	FY 17	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
	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	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
					■	□					
4.2 Heritage Recreation Management Actions – Trails											
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 Illichester.			•		■		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	FY 15	FY 16	FY 17	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
	plans or in the five-year plan.									projects, design and construction of priority projects	
5.1 Board of Directors											
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	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
	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	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
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	Organizational
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	Organizational
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	Organizational
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	Organizational
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	Organizational
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	Organizational
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	Organizational
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	Organizational
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	Organizational

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

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
					PHG In-House	Collaboration					
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	Organizational
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	Organizational
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	Organizational
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	Organizational
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	Organizational
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	Organizational
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	Organizational
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	Organizational
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	Organizational
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	Organizational

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

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
					PHG In-House	Collaboration					
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											
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

PATAPSCO HERITAGE AREA MANAGEMENT PLAN – Business Plan

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

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
					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	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
	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.				<input checked="" type="checkbox"/>	<input type="checkbox"/>				with NPS regarding CBGN participation	
5.4.2g	Hold an annual meeting for all heritage area stakeholders and partners.	•	•	•	<input checked="" type="checkbox"/>			staff time, intern, pro bono	PHG operating funds	annual meeting for stakeholders and partners	Organizational
5.4.2h	Provide annual awards to key heritage area partners and supporters.		•	•	<input checked="" type="checkbox"/>			staff time, intern, pro bono	PHG operating funds	annual awards program	Organizational
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.		•	•	<input checked="" type="checkbox"/>			staff time, intern, pro bono	PHG operating funds	annual communications plan	Organizational
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.		•	•		<input checked="" type="checkbox"/>	Enjoy Baltimore County, Visit Baltimore County	staff time, intern, pro bono	PHG operating funds	PHA 5-year action plan	Organizational
5.6.1b	Develop and implement annual work plans that meet requirements of the Maryland Heritage Areas Program.	•	•	•	<input checked="" type="checkbox"/>			staff time, intern, pro bono	PHG operating funds	PHA annual work plans	Organizational
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.	•	•	•	<input checked="" type="checkbox"/>			staff time, intern, pro bono	PHG operating funds	PHG annual reports to MHAA	Organizational
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.	•	•	•	<input checked="" type="checkbox"/>			staff time, intern, pro bono	PHG operating funds	PHG annual reports to MHAA	Organizational

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

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
					PHG In-House	Collaboration					
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				
Grants – General Operating	FY2015	FY2016	FY2017	Notes
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				
Direct Costs (personnel)	FY2015	FY2016	FY2017	Notes
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	

PATAPSCO HERITAGE AREA MANAGEMENT PLAN – Business Plan

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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APPENDIX A



**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. Treasurer. 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. Salaries. The officers shall serve without salaries or compensation.

Section 8. Bond. 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. Annual Report. 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. Contracts. 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. Income, Revenue and Grants. 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. Deposits. 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

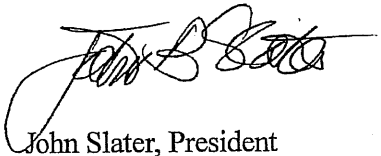
Section 1. Parliamentary Rules. The proceedings of all meetings of the General Membership, Board of Directors (Board), and all committees thereof, shall be governed by and conducted according to the latest edition of *Robert's Manual of Parliamentary Rules*.

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. Amending These Bylaws. 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. Employment. 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.

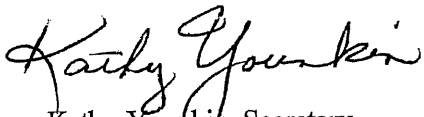
I certify that the foregoing are the current By-laws of the Corporation as amended by the Board of Directors on March 21, 2013:



John Slater, President
Patapsco Heritage Greenway, Inc.

March 21, 2013

Date



Kathy Younkin, Secretary
Patapsco Heritage Greenway, Inc.

March 21, 2013

Date

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
- Ilchester
 - Ilchester 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
 - ✓ Ilchester 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)

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	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
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 <i>National Register of Historic Places</i> ; 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

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	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
	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

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
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1.4 Stewardship Management Actions – Archeological Resource Conservation and Stewardship

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	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
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

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Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
	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 projects in 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

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Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
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

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Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
							Parks, PVSP, UMBC				
2.4.1b	Make the itineraries available in downloadable online format, suitable for both in-person use and “virtual visitors.”			X	X			staff time, internship, pro bono	grant funding	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	contractor	staff time, internship, pro bono, website development (\$15,000)	MHAA grant	implementation on website	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	PHG operating funds	submission of successful grant applications for enhanced or new tours	Heritage Product Development, Sustaining Regional Identity
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 18 th 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

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Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
	Park (PVSP) (MD DNR), as identified in the comprehensive interpretive plan.									and programs at PVSP	Development
2.4.3d	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

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Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
										Chesapeake National Historic Trail	
3.1 Heritage Tourism Management Actions – Visibility and Audiences											
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			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		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		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

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Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
							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

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Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
3.2 Heritage Tourism Management Actions – Orientation and Wayfinding											
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 heritage 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

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					PHG In-House	Collaboration					
							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											
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

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					PHG In-House	Collaboration					
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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