



# Tourism Management Plan

2002

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# Introduction to Plan

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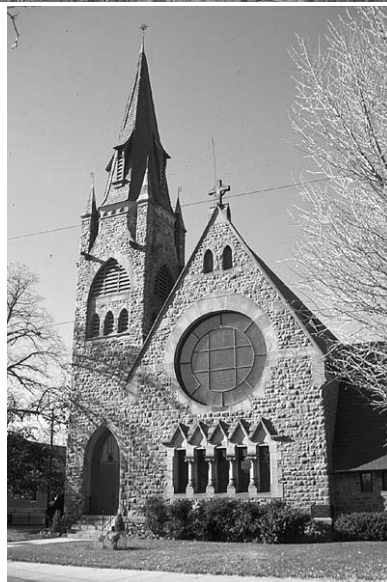
- 1.0 Vision and Goals
- 2.0 Significance of Area
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*Secretary*



*Harriet Tubman's Birthplace*



*Christ Episcopal Church,  
Cambridge*

## **1.0 Vision and Goals**

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### **Introduction and Background**

This plan, the Heart of Chesapeake Country Heritage Area Tourism Management Plan, is prepared under the Maryland Heritage Preservation and Tourism Areas Program, a state program designed to promote economic development and historic preservation through tourism. The purpose of the plan is to become “certified” as a state heritage area. The plan is under the direction of the Dorchester County Department of Tourism with advice of a Steering Committee. The Steering Committee is comprised of representatives of the jurisdictions, government agencies, tourism stakeholders and heritage advocates.

In May 1996, Dorchester County initiated a process to develop a *Heritage Tourism Plan*. With the leadership of the County Commissioners, management by the Dorchester County Department of Tourism and the support of enthusiastic citizens, an extensive effort was begun to celebrate, preserve and employ the area’s natural, cultural and historical assets for economic development through tourism.

That effort was in response to the 1996 legislation that created the state program. Under the program, communities which follow the process of examining their heritage resources, creating a plan to enhance them and promoting tourism based on the assets, are eligible for significant state economic assistance. There are three stages to the state program: recognition, certification and implementation. Following the initial plan, the county successfully achieved recognition. This plan, begun in early 2001, pursues certification.

Tourism is one of the world’s fastest growing industries. Heritage tourism is based on an area’s historic, cultural and natural resources. After shopping, visiting a museum, historic site or cultural event is the second most important tourism activity. Many communities have discovered that their heritage – their historic structures, important sites, culture, traditions and natural resources – can be attractive to visitors and generate economic growth.

Dorchester County has many compelling stories, significant buildings, historic figures, unique traditions and industries and unparalleled natural resources. These are the foundation for heritage tourism in this area. This plan has been developed with the involvement of many devoted stakeholders to capitalize on the county’s resources to stimulate economic growth.

### **Boundary**

The boundary for the heritage area includes most of the county. Beginning in Secretary, the boundary circles the county by water, following the Choptank River to the Chesapeake Bay, around the Bay and up the Nanticoke River to Vienna. From there, the boundary follows Route 50 west to the railroad paralleling Linkwood Road and goes north to East New Market and west to Secretary. The town of Hurlock is included as a non-contiguous area. Much of the information about the heritage area presented here includes the entire county by necessity.

The heritage area includes the City of Cambridge, the county seat and commercial core. The historic towns of Church Creek, East New Market, Hurlock, Secretary and Vienna are picturesque resources, each of which has played a role as a transportation, trade or boat building center in the county’s development. The area includes the fishing communities of Taylor’s Island, Hooper Island and Elliott Island, with their working waterfronts and expansive



views. The vital marsh and wildlife areas of central and southern Dorchester County provide important ecological and recreational resources. Areas including Wingate and Bishop Head, as well as Fishing Bay, have been havens for American Indian communities.

The municipalities together with Dorchester County are eligible for the state aid provided by the plan, once it is approved. Each jurisdiction – the county, city and towns - must adopt the plan and agree to amend it into their comprehensive plans.

## **Vision and Goals**

The vision for the project has been formed by the Steering Committee:

*The Heart of Chesapeake Country Heritage Area will preserve local characteristics while broadening and deepening the local economy by strengthening existing ways to make a living with new opportunities through increased tourism.*

These are the goals, derived from the vision:

- To preserve our Dorchester County heritage,
- To market our heritage to visitors and residents,
- To improve the economic health of the area.

Dorchester County has a proud history of early leadership and contributions to the state's development. It is currently a major producer of seafood, still a significant part of the state's economy. It remains an important maritime community. It is one of the state's most important ecological areas, with outstanding natural resources. Its wetlands and habitats are vital not only to Maryland but to the Chesapeake Bay and country.

For the county, this plan is an opportunity to capitalize on its past to improve the present. The natural resources, which defined the earlier economies based on agriculture, water trade, boat building and fishing, can be used for newer industries based on tourism, recreation and outdoor activities.

The plan is an opportunity to benefit residents as well as attract visitors. Tourism brings jobs and income. It also brings business investment, new residents and a better quality of life. Tourism brings added customers for facilities serving local businesses like accommodations, meeting space and restaurants. It brings support for community activities like services, events, cultural programs and retail stores. Tourism can be a stimulus to more than attracting visitors. What is good for residents is often attractive to visitors and vice versa.

For Dorchester County, with successful completion and adoption of this plan, additional public funds can become available for communities in need of more government resources. Approval of this plan will qualify the area for state grants, loans and additional historic rehabilitation tax credits. In addition, the plan can help promote regional cooperation, community revitalization, investment and population growth.

## **The State Program**

The Tourism Management Plan, when completed and adopted by the jurisdictions, must be approved by the Maryland Heritage Areas Authority, (MHAA) which directs the program for the state. The MHAA is governed by a 17-member board representing the governor, state departments, the legislature and public interest groups.

The goals for the program as defined by the state are:

- To enhance the visitor appeal and enjoyment of the state's history, culture, natural environment, and scenic beauty by improving the overall "product" – the visitor experience.
- To increase the economic activity associated with tourism, creating opportunities for small business development, job growth, and a stronger tax base.
- To encourage preservation and adaptive re-use of historic buildings, conservation of natural areas important to the state's character and environment, and the continuity and authenticity of cultural arts, heritage attractions, and traditions indigenous to the region.
- To enable Marylanders and visitors alike to have greater access to and understanding of the history and traditional cultures of the state and to understand the important events that took place here.
- To foster linkages among and between heritage attractions that encourage visitors to explore, linger, and sample the diverse offerings of the state's distinctive regions.
- To balance the impact of tourism activity with the quality of life enjoyed by residents.
- To accomplish these goals via partnerships among local and regional leaders, non-profit organizations, businesses, and state agencies.

*Source: The Maryland Heritage Preservation and Tourism Areas Program (Booklet)*

This has been a popular state program. Heritage areas in Maryland, and throughout the United States, are achieving greater attention and promotion as communities embrace their resources for themselves and for their visitors.

## The Heritage Themes

Planning for the heritage area revolves around the principle themes that define the area, its resources and its history. These will be described in detail in further sections of the plan, particularly Section 8.0. These themes are:

- ***Harriet Tubman and Eastern Shore African American History*** – celebrating the past and continuing role of African Americans in the community, including the development of the area, industries, Civil War, post war and civil rights movements.
- ***Chesapeake Landscapes and Outdoor Adventure*** – documenting, preserving and accessing the incredible natural resources – water, land, wildlife – that define the area, dictate much of the economy and provide a unique opportunity to enjoy, experience and appreciate the environment.
- ***Working Waterfront Villages*** – concentrating on the communities where commercial fishing and boating still dominate the economy and waterfront.
- ***Agricultural Life*** – recognizing the past and present significance of agriculture on the area and its place in culture, traditions and livelihoods of the people.
- ***Dorchester Families and Traditions*** – focusing on the people and their contributions, crafts and culture in the three hundred year history of the area.

- ***American Indian Heritage*** – honoring the culture, traditions and hallowed sites of those who came before the Europeans and are reclaiming a place in the community’s awareness.
- ***Dorchester History, Architecture and Artifacts*** – highlighting the rich history, buildings, arts and implements that tell the stories of the past and are the bridge to the future.

**INSERT MAP #1 – GENERAL INFORMATION**

## **2.0 Significance of Area**

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Dorchester County is one of the most important counties in Maryland because of its past and present significance. It played a major role in the early settlement and economic development of the state. Its strategic location, access to the Bay, abundant fisheries, fertile farmland and prominent leaders have played key roles in the evolution of Maryland's industries and government. Many historic communities and structures testify to the early success and wealth built in the county from an economy based on maritime and agricultural activities.

The county is truly the Heart of Chesapeake Country, located in the middle of the Eastern Shore and archetypical of the traditions, culture, occupations and landscapes of the shore.

It is an incredible ecological area whose importance to the Chesapeake Bay and its health is unmatched. Dorchester County wetlands are the important nurseries and cleansing filters for plant and animal life. The Chesapeake Bay is considered to be one of the world's most productive estuaries. Dorchester County land use, management and protection are vital to this environment.

Dorchester County has been prominent in African American history. Among other important elements, it was the birthplace of Harriet Tubman, a leading conductor of the Underground Railroad before and during the Civil War. The nation increasingly is celebrating the importance of African American heritage, its purposes, impacts, principal sites and heroes. This has much relevance to tourism in the county.

American Indian heritage is also evident in the county where native peoples arrived thousands of years ago. Archaeological sites have been identified which locate some early settlements. Today, communities of American Indians, primarily in south Dorchester, have preserved the culture and celebrate traditions of their ancestors.

### **The Natural Landscape**

Dorchester County is defined by its relationship to water. The Chesapeake Bay and its tributaries are the most distinguishing characteristics of Maryland. Dorchester is almost surrounded by the Bay and its tributaries. It is a critical ecosystem vital to protecting the Bay, fisheries, wildlife, and the industries and ways of life dependent upon them. Abundant food and easy access by water led to the area's early settlement. The fisheries and water led to the maritime industry. The farmland created a rich agricultural industry. The forests provided wood for ship building.

Preserving the natural resources of Dorchester County is essential. Tourism based on these resources can be a factor in their appreciation and economic value. The largest visitor attraction in the area, Blackwater National Wildlife Refuge, is testament to the potential for eco and adventure tourism.

Dorchester County has about 355,000 land acres and 630,000 total acres when the water is included. Of the land, 176,600 acres lie within Maryland's Critical Area, that land adjacent to water that helps protect the Bay's health. The Critical Area in Dorchester represents 28 percent of the state total. The county, which has 6.7 percent of the state's land area, has 39 percent of its entire wetlands.

Dorchester County has 1,700 miles of shoreline. Only about four percent of all the land is developed.

The wetlands are the nurseries and filters for the Bay. The county lies on the Eastern Flyway, crucial for migrating, wintering and breeding waterfowl. The vast wetlands are home to significant wildlife including endangered and threatened species like bald eagles and Delmarva fox squirrels. There is non-indigenous wildlife as well, some valued, some destructive. The sika deer are prized. The mute swan and nutria are threats to the ecology.

Major forests, once the source of wood for ships, cover much of the landscape. In the northern part of the county, farmland predominates.

## **Agriculture and the Rural Areas**

Agriculture has played a major role in the history and development of the county. The flatness of the land is ideal for agriculture. Tobacco was the first crop planted by Europeans and its demand in Europe led to the port development. The need for labor led to the importation of indentured servants and then of slaves.

Tobacco exhausted the land and grew poorly. Agriculture moved to other products, first grains, then tomatoes, potatoes, lima beans. The food products stimulated the port and ultimately the development of the railroad. Canning and packing has been a natural outgrowth of agriculture and the fisheries.

Today, agriculture is still an important industry. There are 170,300 acres zoned for agriculture. Food processing is the principal manufacturing sector. Poultry and related grain production are the most important farm commodities today. Agritourism has developed in many rural communities and can be explored here. The placid landscape can invite scenic driving tours. Farm markets can attract visitors. Living history and farm museums are drawing tourists in great numbers around the country.

## **Early Settlement**

The natural resources were major factors in the settlement of the area. American Indians, the Paleoindians, first migrated into Maryland more than 10,000 years ago, when the glacier retreated to create the Chesapeake Bay. At first they were hunter-gatherers, thriving on the large mammals and fisheries. Over time, they gradually settled and began agriculturally oriented communities around 1000 A.D. It was a long, slow process.

In the area that would become Dorchester County, the earliest settlers were the Choptank and the Nanticoke tribes. Related, at least linguistically, to the Algonquian-speaking tribes to the north, in particular the Delawares and the Lenape, the groups occupying areas that became Wilmington and southeastern Pennsylvania. Each of the tribes in Dorchester settled in villages, with each group located near the river that bears its name. Estimates are not available for how many American Indians inhabited this area, but by 1697 the Nanticokes occupied seven villages that were loosely lead by a single "emperor" or by a pair of leaders. The Choptanks occupied at least three villages that may have each been autonomous.

Soon after contact and settlement by Europeans, disputes of land use began. European settlers dislocated native populations. To protect and cordone the tribes, reservations were established. These only served for a limited time. The tribes did not occupy the reservations for long. Some headed south and settled in the communities of southern Dorchester County. Villages such as Andrews and Robbins for the farming communities, and Wingate and Bishop's Head for fishing. Robbins, now largely diminished in size, was predominantly American Indian. This marked an early phase in the process of assimilation that native



cultures experienced. Most adopted Christian beliefs (largely Methodist) but maintained much of their other cultural traditions, especially death rituals and others.

Decreases in the population of indigenous tribes appear to have begun during the contact period and continued into the 1800s. The Nanticokes, in particular, moved a substantial number of their members to central Pennsylvania in the 1740s. Others held out until the early 1800s and went west with the Delawares, eventually reaching Oklahoma and Kansas. By the end of the 1800s, most of the American Indians were no longer present in Dorchester County. Disparate bands, such as the Nause Waiwash remained in isolated areas, such as Guinea and Chance Islands, but the cultural traditions as they had been practiced at the time of European contact have largely disappeared. The Nanticoke language and most of the cultural traditions appear to have become extinct by the late 1800s.

There is a resurgence in Maryland of the Piscataways and Nanticokes and revival of the culture. American Indians and their traditions and stories are attracting a growing tourist market both here and throughout the U.S.

Europeans first came to the area with explorations of the Bay by Spaniards and then English. The English began settlements in the Bay in the early 17<sup>th</sup> Century. Settlers from England claimed lands under grants from Lord Baltimore in Maryland. No one knows precisely when Dorchester County was settled, but it was recognized in 1668 or 1669 when a writ was issued to the county sheriff by the Lord Proprietary. The county was named for the Earl of Dorset, who was a friend of the Calverts.

The early settlers came and grew tobacco, whose demand and shipment fostered the growth of water commerce.

## **Trade and Commerce**

Trade and commerce focused on the waterfronts of Dorchester County. Waterways were the primary mode of transportation in the early life of the colonies. Settlements were along the many waterways. Ports were established in Cambridge and Vienna in the late 17<sup>th</sup> Century to facilitate trade with Europe. By the early 1700s, Cambridge was the center of trade, society and culture. There was extensive trading with England. It was a port to rival Baltimore.

Cambridge was laid out as a town in 1684 on land once part of the Choptank Indian Reservation. It is one of the oldest towns in Maryland. Its economy has been based on the natural resources of the area. The wealth acquired through commerce is reflected in the rich fabric of historic structures, primarily in the Cambridge Historic District. It was incorporated in 1793.

In the early 18<sup>th</sup> Century farmers raised and sold tobacco, grew wealthy, and settled in Cambridge. Trading grew as ships from England brought goods and took away tobacco, seafood and pelts. Manufacturing produced lumber and flour from the forests and farms. The oyster industry developed in 1870-1880 with the shucking and steam packing of raw oysters. It grew to over a million bushels being shucked annually, second only to Baltimore.

The area also has produced fruits and vegetables from the early 1800s.

The packing business was expanded by the Phillips Packing Company, which grew to 25 locations. In the early 20<sup>th</sup> Century, Cambridge experienced enormous prosperity. Cambridge

was known as the “Queen City” on the Eastern Shore. Elegant homes along High Street were owned by Governors, lawyers, statesmen and merchants. Downtown thrived.

## **The Towns**

Vienna on the Nanticoke River was an important port capable of accommodating large ships. It was a principal one bringing goods from England and taking tobacco back. Its significance was demonstrated by being attacked by the British in both the Revolutionary War and War of 1812. It was incorporated in 1833. Today, it is proud of its heritage, historic homes, and redeveloped waterfront. The Customs House still stands as a reminder of the past.

East New Market is sited near where an Indian village and fort were mapped in the late 17<sup>th</sup> Century. By 1790, the village of New Market was shown on maps. In 1818, the East New Market Academy was chartered, beginning a town reputation as a center of learning. The town was renamed East New Market in 1827 and incorporated in 1832, instituting a town commission, an early example of this form of government. The town drew some early settlers seeking religious freedom and a church stands at each of the four entrances of the town. The town has homes and churches dating from the 18<sup>th</sup> Century and retains most of the colonial homes of its founders. It is designated a National Historic District

Church Creek was the center of shipbuilding during the 18<sup>th</sup> Century until oak and pine forests were depleted. The first church in Dorchester County, Old Trinity Church, was constructed just west of the town. It fell into disuse and disrepair but was restored and now is the oldest occupied Episcopal Church in the U.S. The adjacent cemetery has hundreds of tombstones many engraved with Revolutionary War dates and marking graves of soldiers and nurses. Church Creek was incorporated in 1867. The Treaty Oak is located in Church Creek: an ancient tree, where a treaty between white settlers and Native Americans was concluded in the 17<sup>th</sup> Century.

Hurlock was developed as a market town. Its first significant building was the Washington Chapel built in the early 1800s. The Dorchester Delaware Railroad built a station there in 1867. Later, the Baltimore, Chesapeake and Atlantic Railroad intersected and the town grew as an industrial and distribution center. It was incorporated in 1892. An industrial park, designated as a State Enterprise Zone, now seeks new investment.

Secretary is a town along the Choptank River that was a port between Cambridge and Denton. Sidewheeler steamboats once plied the river stopping to meet the railroad at the wharf in Secretary. The busy era of river traffic was late in the 19<sup>th</sup> and early in the 20<sup>th</sup> Century. Secretary, incorporated in 1900, is a quiet town, still occupied by many watermen. Its most notable destination is the Suicide Bridge Restaurant two miles north of town, where a paddle wheeler still takes tourists on trips up and down the Choptank.

## **The Maritime and Fishing Industries**

The abundant fisheries have been a major factor in the settlement and development of the area. The Native Americans relied on the oysters, crabs and fish. Fishing has always been a way of life in the area. In the 19<sup>th</sup> Century, commercial fishing became a major industry in Dorchester County. With the advent of the railroad and refrigeration, it became practical to pack and ship the oysters, crabs and fish for longer distances.

Dorchester County is still the leading commercial seafood area for Maryland. It plays a dominant role in crabbing, oystering and fishing. According to records at the Department of Natural Resources, the county leads the state in tidal fishing, oystering and crabbing. Of all

licenses in the state for commercial fishing, Dorchester County watermen hold the most, accounting for 13.4 percent. Among seafood dealers, the county holds 16.7 percent of all licenses. The declines in catches and subsequent restrictions on fisheries in the Bay have impacted the economy.

Major fishing communities still exist on Taylor’s, Hooper and Elliott Islands and in Cambridge, where visitors can watch fishing fleets in operation. The many waterways attract recreational fishermen and boaters.

Shipbuilding has been a corollary to the shipping and fisheries industries. Coastal vessels made from local pine and oak were built primarily at Church Creek and Taylor’s Island. Skipjacks, bugeyes, drake tail boats and log canoes were some of the types built to serve the special needs of the people who worked and traded on the Bay.

## **Governors**

Dorchester County has had many leaders and noted people and has been home to seven governors. No other county can claim that many.

They are:	John Henry	1797 – 1798
	Charles Goldsborough	1819
	Thomas Carroll	1830 – 1831
	Thomas Hicks	1858 – 1862
	Henry Lloyd	1885 – 1888
	Phillips Goldsborough	1912 – 1916
	Emerson Harrington	1916 – 1920

Hicks is credited with keeping Maryland in the Union during the Civil War. The homes of most of these men still stand, providing potential sites for historic interpretation.

## **African American History**

African American history is important to Dorchester County. African Americans were critical to developing the early economy. The county was the birthplace of Harriet Tubman, and Cambridge played a notable role in the Civil Rights movement.

Indentured servants and slaves from Africa were important in the early tobacco industry which demanded intensive labor. Slaves and freemen participated in commercial fishing and boat building. After the Civil War, former slaves came to the area to help build ships, pick crabs and shuck oysters.

Harriet Tubman was one of the best known conductors of the Underground Railroad. Known as the “Moses of her People,” she escaped slavery herself, and returned to the area numerous times to lead others to safety. Growing historic interest in the Civil War and slavery is creating tourism focusing on the Underground Railroad.

Pine Street in Cambridge has been home to African Americans since the 1830s including a significant free, black population. At the turn of the century, there was a prosperous business community there. The area received national attention in the 1960s when the Pine Street business area burned after H. Rap Brown, chairman of the Student Nonviolent Coordinating Committee came and spoke. Gloria Richardson, who helped organize peaceful demonstrations and negotiations after the Civil Rights Act was passed in 1964, lived on Pine Street, in a house now gone.

The county is often a site for reunions, praise dancing, and other events celebrating this heritage. Events and venues developed around African American stories are important heritage tourism attractions.

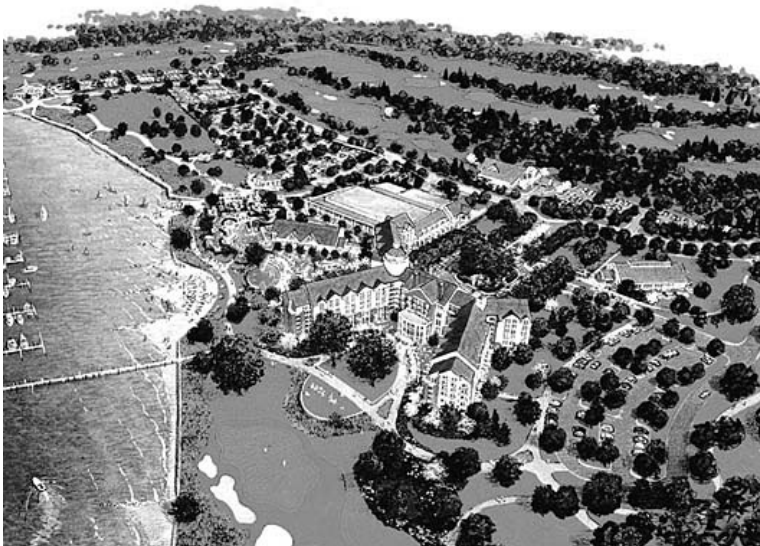
Cambridge is also notable as having the first African American elected official (Councilman St. Clair) and first African American police officer in the state.

## **Other Significance**

The location of Dorchester County, in the center of the Eastern Shore, crossed by Route 50, is important to its tourism potential. This route is the principal way to Ocean City, which draws millions of visitors annually.

There are two additional major venues that are defining factors for the area. One is the Horn Point Laboratory of the University of Maryland Center for Environmental Science. If the water defined the past, it also defines the present and future. Because of the ecology of the region, the University of Maryland has located CES here. This is a major research center for studying the Bay, rivers, wetlands, wildlife and fisheries. It contributes to making Maryland an important center and advocate for the environment and ecology. Located on 800 acres at Horn Point, CES occupies a former DuPont estate. It can play an increased role in attracting visitors.

The second major development is the opening of the Hyatt Regency Chesapeake Bay Golf Resort, Spa and Marina. Located on the Choptank River waterfront in Cambridge, north and east of Route 50, it is a major new development unique to Maryland. The Hyatt will have 400 rooms, a 170-slip marina, 18-hole golf course, European spa and 32,000 sq. ft. of conference space. Maryland will have a major resort destination and this can have an influence on the future direction of the county. It will bring visitors to the Heart of Chesapeake Country Heritage Area to enjoy the rich resources and history of the area.



*Hyatt Regency Chesapeake Bay Resort*

**INSERT MAP #2 – ATTRACTIONS**

**INSERT MAP #3 – CAMBRIDGE (small map)**



### 3.0 Economic Overview

Dorchester County and the Heart of Chesapeake Country Heritage Area have vast natural resources, major waterways, a rich and significant history and a major place in the story of Maryland's development. In recent years, growth has been slow in the community. The Tourism Management Plan can contribute to increased growth and employment by strengthening tourism as an industry. It can influence the economic impact of the Hyatt on the community by attracting its customers to Dorchester venues. Heritage tourism, based on the county's history, culture and environment, will make a difference.

#### Population Growth

Dorchester County has extensive land and water resources, but a small population. In the last several decades, the county has experienced population and employment growth at rates significantly below the state. With limited growth and investment, public resources for sponsoring change have been constrained.

<b>Table 3A: Population Growth: 1970-2000 Projections: 2010-2030 Dorchester County, Eastern Shore, Maryland</b>			
<b>Year</b>	<b>Dorchester</b>	<b>Eastern Shore</b>	<b>Maryland</b>
1970	29,400	258,300	3,923,900
1980	30,600	296,600	4,216,900
1990	30,200	343,800	4,780,800
2000	30,700	395,900	5,296,500
<i>% Growth 1970-2000</i>	4.4%	53.3%	35.0%
<b>Projections</b>			
2010	31,100	433,800	5,722,800
2020	31,500	465,900	6,083,100
2030	31,700	488,400	6,483,400
<i>% Growth 2000-2030</i>	3.3%	23.4%	22.4%

Sources: Maryland Department of Planning  
LDR International, an HNTB Company

*Rounded to nearest 100*

As shown in Table 3A, between 1970 and 2000, Dorchester County grew from 29,400 to 30,700, for a growth of 4.4 percent. This is contrasted to a state growth of 35.0 percent during the period, and a growth on the Eastern Shore of 53.3 percent. Only Allegany County grew at a slower pace. Projections for the future show a virtually static population. If the tourism development is successful, however, those projections should change dramatically. Table 3B reports the 2000 census population for the county and the municipalities within the heritage area. Cambridge, with a population of almost 11,000 people in 2000, is the largest urban area. Hurlock is the next largest. The other municipalities have small populations.

**Table 3B: Population: 2000  
Heritage Area Jurisdictions**

Dorchester County	30,674
Cambridge	10,976
Church Creek	85
East New Market*	167
Hurlock	1,874
Secretary	503
Vienna	280

\*Since 2000, East New Market annexed about 125 people

<b>Table 3C: Housing Dorchester County, 2000</b>		
<b>Units</b>	14,681	
<b>Occupied</b>	12,706	86.5%
Owner	8,906	70.1%
Renter	3,800	29.9%
<b>Vacant</b>	1,975	13.5%
Available	474	
Seasonal/or Occasional	613	
<b>Use</b>		
Other	888	

Sources: Maryland Department of Planning  
LDR International, an HNTB Company

With respect to housing, Dorchester has a high rate of home ownership. Table 3C shows housing data as it existed in 2000. There were 14,681 housing units. Over 70 percent were owner occupied. Almost 30 percent were renter occupied. The housing vacancy rate was 13.5 percent. However, the vacancy rate includes several types of unoccupied housing. Some vacancies (613) are accounted for by seasonal and occasional occupancy, the category for “second-homes.” Others are vacant but available for sale or rent. Some may be migratory or removed from available supply because they are in need of repair.

Relatively modest numbers of new housing units have been added in the last several years. In part, this results from a county moratorium on new units during a zoning update. Improved and extended water and sewer facilities in Cambridge and some other municipalities will increase the opportunities for new housing in the coming years. One positive aspect of the recent rate of new construction has been that the pressures on land development have been reduced. This will allow for more protection of resources. Table 3D shows the number of housing units added in the last six years.

<b>Table 3D: Housing Construction Dorchester County, 1995-2000</b>	
<b>Year</b>	<b>Units Added</b>
1995	131
1996	114
1997	100
1998	116
1999	94

Source: Maryland Department of Planning

## Employment Change

<b>Table 3E: Employment: Dorchester County, 1996, 2000</b>				
	<b>1996</b>		<b>2000</b>	
Government	1,649	15.0%	1,710	15.3%
Federal	126		142	
State	416		391	
Local	1,107		1,177	
Construction	396	3.6%	500	4.5%
Manufacturing	3,726	33.8%	3,618	32.3%
Food, products	1,704		1,545	
Electrical Mach.	911		949	
Trans., Comm., Util.	614	5.6%	594	5.3%
Wholesale Trade	462	4.2%	395	3.5%
Retail Trade	1,751	15.9%	1,793	16.0
General Merch.	126		295	
Apparel	18		7	
Eating, Drinking Places	677		632	
F.I.R.E.	233	2.1%	328	2.9%
Services	1,984	18.0%	1,970	17.6%
Hotels, Lodging	47		17	
Amusement/Recreatio n	51		61	
Other	195	1.8%	281	2.5%
<b>Total</b>	<b>11,010</b>	<b>100%</b>	<b>11,189</b>	<b>100%</b>

Sources: Maryland Department of Labor, Licensing and Regulations  
LDR International, an HNTB Company  
Wage & Salary Data

Employment is reported by place of work and by place of residence. Table 3E reports non-agricultural wage and salary employment for Dorchester County for 1996 and 2000. This represents only part of total employment, since it excludes the self-employed and agricultural jobs. Employment growth, by this measure, is almost static. Significant however, is the high percentage of manufacturing employment and the low percentage of service employment. Important to understand for tourism is the very low percentage of retail employment, as shopping is a major tourism activity. Eating and drinking place employment is high, reflecting the large number of fast food places along Route 50. These data exclude important components of Dorchester employment, notably the self-employed farmers and watermen.

<b>Table 3F: Employment: Dorchester County, 1995-2000</b>						
	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>
Labor Force	15,834	15,848	15,758	16,081	15,457	14,804
Employment	14,259	14,171	14,098	14,509	14,327	13,639
Unemployment	1,575	1,677	1,660	1,572	1,130	1,165

Rate	9.9%	10.6%	10.5%	9.8%	7.3%	7.9%
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Sources: Maryland Dept. of Labor, Licensing & Regulation  
LDR International, an HNTB Company  
Employment by Place of Residence

Table 3F shows the traditional data for employment and unemployment, and measures whether or not people have jobs by where they live. Dorchester unemployment rate has been high, above the state rate. Also, the number of employed residents has been declining. Tourism represents an opportunity to significantly increase employment in Dorchester. Tourism is a powerful economic force. The U.S. Travel Industry Association of America estimates that travel-related jobs are 6.0 percent of all non-agricultural wage and salary employment. Without these jobs, the U.S. unemployment rate would have more than doubled in 2000.

Median household income is low. In 1999, Dorchester median household income was 63.0 percent of statewide median income, reflecting the employment situation. Table 3G shows these data.

<b>Table 3G: Median Household Income: 1999 Maryland, Dorchester County</b>	
Maryland	\$53,300
Dorchester County	\$33,600

## Tourism Industry in Dorchester

<b>Table 3H: Tourism Economic Impact: 1994, 1999 Dorchester County, Eastern Shore, Maryland</b>			
	<b>Dorchester</b>	<b>Eastern Shore</b>	<b>Maryland</b>
<b>1994</b>			
Tourism Expenditures (\$ Millions)	\$14.43	\$948.64	\$5,411.70
Tourism Employment (000's)	0.16	14.71	78.63
<b>1999</b>			
Tourism Expenditures (\$ Millions)	\$15.70	\$1,369.76	\$7,722.29
Tourism Employment (000's)	0.15	19.66	103.51
<i>Growth 1994-1999</i>			
<i>Tourism Expenditures</i>	<i>8.8%</i>	<i>44.4%</i>	<i>42.7%</i>
<i>Tourism Employment</i>	<i>-6.3%</i>	<i>33.7%</i>	<i>31.6%</i>

Sources: U.S. Travel Data Center, TIA  
LDR International, an HNTB Company

The tourism industry in Dorchester County, as measured by the Travel Industry Association of America, is shown in Table 3H. These data show travel expenditures and employment for 1994 and 1999 for Dorchester County, the Eastern Shore and Maryland. Tourism expenditures in Dorchester County in 1994 were \$14.4 million, and related employment, 160 people. These are a small fraction of tourism employment on the Eastern Shore, which includes the impact of Ocean City. (It is probable that these figures do not accurately reflect the amount of employment reported at eating and drinking places in the labor market data in Table 3E. These are largely from the fast food places along Route 50 that cater to passing motorists.) While tourism expenditures grew 8.8 percent in Dorchester County, they grew much faster on the larger Eastern Shore and in the state from 1994 to 1999. This faster rate could be experienced in Dorchester County in the future with the opening of the Hyatt and the benefits from strengthened heritage tourism.

## **Impact of the Hyatt**

The Hyatt Regency will have a major impact on the available tourism expenditures. The 342-acre site was once a state hospital.

In FY '01, hotel room taxes in Dorchester County were \$61,000, reflecting hotel room sales of \$1.2 million. The 400 rooms of the Hyatt, at 65 percent occupancy, will generate 95,000 room nights annually. At average room rates of \$150 – 200 per night, the Hyatt will have room sales of \$14 – 19 million and lodging taxes of \$700,000 – 950,000 annually from the five percent tax. This is a very conservative estimate of the revenues possible, as higher room rates for the Hyatt have been publicized.

The guests will spend an additional \$42 – 57 million on food, recreation, entertainment and shopping. While part of that will be spent at the Hyatt, part is available to the community outside.

The Hyatt, in total, can increase tourism expenditures in Dorchester from the \$16 million identified today by an additional \$56 - 76 million.

The Hyatt will increase available lodging accommodations by 165 percent in the county. In FY '97, the state data showed that Dorchester had 50,000 tourists. The Hyatt can add another 70,000 – 80,000 when it is occupied in the future.

It is important that heritage tourism be strengthened so that these dollars are spent at attractions and services in the county. In turn, the dollars can be a major force in enhancing heritage resources. Tourism can make a major difference for the community in the future.



## **Assessment of Existing Heritage Tourism**

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**4.0 Assessment of Existing Tourism at Heritage Resources**

**5.0 Market Support and Tourism Services**

**6.0 Current Tourism Market**



*Hurlock Train Station*



*Nause Waiwash Native American Festival*



*Osprey*

## **4.0 Assessment of Existing Tourism at Heritage Resources**

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Dorchester County has excellent potential for heritage tourism, and a wonderful base of resources. This section of the report will assess the current tourism at these attractions. It is not an evaluation of their attractiveness, integrity or heritage value, or of their potential. That will be done in section 8.0, which relates the resources to the themes and interpretation.

There are different kinds of attractions. Some are destination attractions that are the main reason people go to an area. Others are supporting venues, a side-trip, additional or enriching experience. Dorchester has some resources that are already destination attractions, and others that have the potential to be major visitor venues. Many more can play significant supporting roles enriching the appreciation, understanding and appreciation for the Heart of Chesapeake Country Heritage Area.

### **Tourism at Heritage Attractions**

There are many small museums which celebrate the history, preserve and display the artifacts and tell the stories of the heritage of the area. There are two maritime museums, the Brannock and the Richardson. The Dorchester County Heritage Museum at Horn Point and the Dorchester County Historical Society tell stories about the culture, occupations and prominent people from Dorchester's past. The Dorchester County Public Library is a major genealogy resource for searching family history in Maryland.

The Spocott Windmill Complex, Taylor's Island Museum and Bucktown Store represent buildings, artifacts, and traditions that have been typical of the community's past way of life. The Button Factory (now the Vienna Heritage Museum) and Brooks Barrel Company preserve declining trades. The Brooks Barrel Company is still a functioning business.

The Becky Phipps Cannon is a monument to an important historical event. The Harriet Tubman Museum and Memorial Garden tell some of the story of her outstanding accomplishments.

The Appendix A contains a list of the principal heritage attractions and descriptions of their collections and operations. Table 4A lists the several museums and some noted sites with information about their visitation, where known, where they are located, and when they are open.

**Table 4A: Selected Heritage Attractions – Dorchester County**

<b>Museums</b>	<b>Annual Visitation</b>	<b>Location</b>	<b>Open</b>
Brannock Maritime Museum	2,000	Cambridge	P.T. 3 days/week
Dorchester County Historical Society*	2,000	Cambridge	P.T. 3 days/week
Dorchester Heritage Museum	2,500-3,500 (Fly-in 2,000-3,000)	Horn Point	P.T. 2 days/week
Harriet Tubman Museum	2,000-5,000	Cambridge	Daily
Richardson Maritime Museum	1,500-2,000	Cambridge	P.T. 3 days/week
Spocott Windmill Complex	1,000-5,000	Rt. 343	Open site
Taylor's Island Museum	300	Taylor's Island	Appt.
Stanley Institute*	-	Rt. 16	Appt.
Vienna Heritage Museum	Not yet open	Vienna	Appt.
Dorchester Arts Center		Cambridge	Daily
South Dorchester Folk Museum	Not yet open	Blackwater NWR	---
<b>Other</b>			
Becky Phipps Cannon		Taylor's Island	Open site
Bucktown Village Store		Bucktown Road	Appt.
Harriet Tubman Mem. Garden		Rt. 50	Open site
Brooks Barrel Company		Cambridge	Appt.
Old Trinity Church		Rt. 16	Open site
Taylor's Island General Store		Taylor's Island	Daily

Sources: LDR International, an HNTB Company  
Tourism Guides  
Interviews

\*Recently closed for renovations.

At this time, these important venues have modest attendance. They can play a more important role in telling the stories of the area. A recent article, "In Praise of Small Museums," published in *Museum*, the magazine of the American Association of Museums, stresses the importance of small museums. The overwhelming majority of museums in the country are small. They are run by dedicated people who work tirelessly to preserve the past. Without these collections, we would have preserved only a small fraction of our artifacts, art, stories, and memories. Without them, we would lose our inheritance, which makes our culture rich.

The existing museums here are often open only part time or by appointment. For most, the budgets are small, finances scarce, and staffs rare. Most are very dependent upon volunteers. Yet enthusiasm is high among their supporters and prospects for growth can improve with increased support and recognition. They have important collections and stories to tell.

## Historic Sites and Architecture

There are many beautiful properties, historic churches, and outstanding examples of architecture. Dorchester County has listings on the National Register of Historic Places throughout the county. Cambridge has two wards, Ward I and Ward III, on the register. The town of East New Market is included in a National Register District.

A list of the historic properties of the area are presented in the Appendix B. Many are noted in Section 8.0. There are walking and driving tours that locate and describe the important sites. These are described in Section 9.0. Most of the properties are in and around Cambridge, where the rich and famous lived in the halcyon days of the city.

Cambridge has the potential to be a destination attraction with its historic properties and outstanding architecture if new investment can bring more visitors into the city.

## Natural Resources

Dorchester County has 630,000 acres of land and water. And considerable amounts of it are either in public ownership or protected privately with easements. The natural resources are outstanding. Table 4B highlights the major public natural resources in the county.

<b>Table 4B: Major Natural Resources – Dorchester County</b>		
<b>Place</b>		<b>Annual Visitation</b>
Blackwater National Wildlife Refuge	26,000 Acres	120,000
Choptank River Fishing Pier	½ mile pier	**
*Fishing Bay Wildlife Mgmt. Area	28,500 Acres	**
*LeCompte Wildlife Mgmt. Area	500 Acres	**
*Linkwood Wildlife Mgmt. Area	313 Acres	**
*Taylor’s Island Wildlife Mgmt. Area	1,100 Acres	**
Marshyhope Natural Heritage Area	414 Acres	**
Chicone Creek Heritage Area	234 Acres	**

\*Public hunting areas

\*\*DNR does not maintain visitation records.

Blackwater National Wildlife Refuge is a treasure. It has 26,000 acres available for birding, biking, canoeing, kayaking, hiking and other outdoor activities. It is the major tourism destination in the county. At least 120,000 visitors come yearly to the visitor center, driving trail, events or for recreation. Audubon magazine rated it one of the ten best birding sites in the nation.

In addition, the state has four wildlife management areas, totaling over 30,000 acres, but without a visitor center or marked trails. The state also has the Marshyhope Natural Heritage Area and Chicone Creek Heritage Area. The Choptank River Fishing Pier was preserved from the former drawbridge when the new Choptank River crossing was completed. The wildlife management areas are public hunting areas, but restrict camping. The Department of Natural Resources keeps no records of usage at these areas.

The natural areas have great potential to attract more visitors.

## Events

Events can be major tourism attractions, especially those with outstanding cultural activities or performances. Some events, like Spoleto in Charleston, South Carolina and the Cherry Blossom Festival in Macon, Georgia, are national and international tourism draws.

The Dorchester County Calendar of Events lists more than 70 events. Like the museums, they are important celebrations for the county and the communities. Every village and town has a festival important to its heritage, traditions or culture. There are a shad festival, several seafood festivals, floats, parades, candle light tours.

Most of these events, however, beautiful and authentic, are largely local affairs. Few are drawing outside visitors. Some could if properly marketed. Some could become destination attractions. Many could provide experiences for Hyatt clients.

A selection of those events, identifying the principal ones for the county, is listed in Table 4C. These were identified by stakeholders as the most important ones for appealing to visitors. The table lists attendance for the events, the economic impact and the month when it occurs. Based on interviews with lodging facilities, events were rated for economic impact on the basis of how many overnight accommodations they used. From the list, the Triathlon and Native American festival were the ones with significant tourism economic impact. The Antique Fly-In draws many visitors, but they do not stay in paid accommodations.

The largest event is the Bay Country Festival, held at Sailwinds annually in July. However, its draw beyond the county is minimal, as shown in a survey conducted for this plan and summarized in Appendix C.

The publication, *Maryland Celebrates*, produced by the Maryland Office of Tourism Development lists more than 300 events statewide. Events generally should not be relied upon to generate significant tourism. But they are important sources of entertainment to complement trips and vacations.

<b>Table 4C: Selected Events – Dorchester County</b>			
<b>Event</b>	<b>Attendance</b>	<b>Economic Impact</b>	<b>Month</b>
National Outdoor Show	2,200	Lo	February
Friends of Blackwater Eagle Fest	2,500	Lo-Mod	March
Blackwater Traverse Duathlon	300	Lo	April
Antique Airplane Fly-In	2,000-5,000	Lo-Mod	May
Spocott Windmill Day	450-600	Lo	May
Friends of Blackwater Spring Fling	1,500-1,600	Lo	May
Blackwater Eagleman Triathlon	3,000-4,000	Mod-Hi	June
Bay Country Festival	10,000-11,000	Lo	July
Mace's Lane Reunion	500	Lo	July
Sail & Junior Sail Regatta	250	Lo	July
Cambridge Classic Powerboat Regatta	5,000	Mod-Hi	July
Grand National Fishing Tournament	300	Lo	August
Seafood Feast-I-Val	800	Lo	August
Antioch Church Peach Festival	200	Lo	August
Grand National Black Powder Shoot	130	Lo	September
Nause Waiwash Native American Festival	3,000	Mod-Hi	September
Dorchester Showcase	5,000-6,000	Lo	September
Hurlock Fall Festival	500-1,000	Lo	October
Blackwater NWR Open House	1,200	Lo	October
Spocott Windmill Foundation Neck District Day	450-600	Lo	October
Grand National Hunt	1,500	Lo	November

Source: LDR International, an HNTB Company, Survey

Economic Impact = Overnight room nights generated.



## 5.0 Market Support and Tourism Services

Tourism requires more than attractions. It needs extensive support services. The most important economic contributions are made by visitors who stay overnight in paid accommodations. These are the ones who spend the most buying meals, entertainment, shopping goods and services in addition to lodging. Exclusive of public and commercial transportation, lodging accounts for about one-quarter of visitor spending. This section will deal with the support services for tourists.

### Accommodations

Among the most important tourism support services are lodging and overnight accommodations. Overnight accommodations are currently limited in Dorchester County. In part, these are dictated by demand. Until the Hyatt, there has been only little investment, and perhaps little market, for hotels, motels and B & B's.

<b>Table 5A: Accommodations: Dorchester County</b>	
<b>Lodging</b>	<b>242 rooms</b>
Cambridge Inn	96 room
Holiday Inn Express	86 rooms
Relax Inn	18 rooms
B&B's (9)	42 rooms, cabins
<b>Vacation, Seasonal Homes</b>	<b>650 houses</b>
<b>Campgrounds</b>	<b>255 sites</b>
Taylor's Isl. Family Campground	146 sites
Madison Bay	59 Sites
Tideland Park Campground	50 sites
<b>Hyatt Resort</b>	<b>400 rooms (under construction)</b>

Source: LDR International, an HNTB Company, Survey

Table 5A summarizes the accommodations in Dorchester County. Currently, there are three motels with a total of 200 rooms and nine B & B's with a total of 42 rooms (including suites and cabins). The number fluctuates from time to time as operators go in and out of business. A Sleep Inn is planned for construction in the future.

Vacation or second homes are another source of accommodations, especially if they are available for rent. There are an estimated 650 vacation or seasonal homes in Dorchester County based on census data. There does not appear to be a significant rental market, however. Most would appear to remain owner-occupied. However occupied, these homes represent an important "visitor" market.

There are three campgrounds, with a total of 255 sites. They are virtually all occupied permanently and offer few transient opportunities. Many of the sites have permanent campers used by fishermen. The camps have marinas associated with them.

The Hyatt, with 400 rooms, will add significantly to the accommodations.

### Marinas

Marinas for recreational boaters are important. There are an estimated 700-800 slips available for recreational boats in Dorchester County. There are some slips available for

rent, but the slips in Cambridge are in demand. Transient slips are limited, somewhat restricting visitation by boat now. Most marina operators report that their rentals are primarily non-residents. Many residents may have their own docks, many are commercial fishermen, and others may trailer their boats.

<b>Table 5B: Recreational Marinas: Dorchester County</b>	
	<b>Recreational Slips</b>
Cambridge Municipal Yacht Basin	230
Cambridge Yacht Club	60
Generation III Marina	100
Yacht Maintenance	30-40
Cambridge Marine Ltd.	20-25
Ragged Point Marina	30
Madison Bay Marina	39
Taylor's Island Marina	93
Chapel Cove Marina	50
Taylor's Island Family Campground	25
Midway Marina	30
Jone's Boat Yard & Marina	50
Rippon's	30
Gootee's	---
Suicide Bridge	---
Hyatt Resort	170 (under construction)

Source: LDR International, an HNTB Company, Survey

Table 5B lists the marinas that are primarily for recreational boating. The marinas have very limited amenities. Some have restaurants; some restaurants have docks for customers.

There are numerous scattered marinas, docks, marine railways and boatyards serving workboats. Most of the marinas on Hooper Island and the southern part of the county are commercial.

The Hyatt is building 170 slips, which they anticipate will eventually serve the residential community to be built there.

## **Tourism Support Services**

In addition to accommodations and marinas, there are other support services needed for visitors. These include docents for tours, outdoor guides, outfitters and receptive operators. These are important for helping tourists learn about and access heritage sites and natural resources. Although they may be in short supply now, adding these are among the easiest enhancements available.

There are five listed boat tours serving the county. The two with the most service are the Dorothy-Megan, a paddleboat sailing from the Suicide Bridge Restaurant and the Cambridge Lady, a 40-person tour boat sailing from several locations. These accommodate the most people and have published schedules. Neither operates daily. They also serve individual charters and bus tour groups. Nathan of Dorchester is a 28-passenger skipjack, a replica that has more limited sailings. Two others, Channel Charters, a 6-passenger workboat and Lady Katie, another skipjack, are available for charter.

There are 22 public boat ramps listed throughout the county and seven kayak and canoe launching areas. Many are remote and without sanitation facilities. These provide access to the numerous waterways and represent opportunities for a lot of paddling on the water. There are two maps of water trails, which identify their location described in Section 9.0.

The area has a strong culture of hunting and fishing area, but current services to accommodate visitors are limited. Most of the hunting and fishing is done by individuals operating without guides. Much hunting is on private estates. It is hard to identify with certainty the guides because they do little or no marketing. There are an estimated eight fishing guides available for charters. There are probably six hunting guides who advertise services. They all operate independently without any cooperative reservation or marketing services.

There is currently one outfitter providing canoes, kayaks and guided water tours. A second is trying to set up a bicycle rental, but has yet to open. Some B & B's rent rowboats, canoes, kayaks or bicycles. A few guides have rentals available.

There are several bus tours. A receptive operator located in Virginia, Mid-Atlantic Receptive Services, offers tours in Maryland, several of which include Cambridge and/or Dorchester County. Its Crabmania tour, a one-day itinerary in the area, is included as part of longer tours, and booked 12 tours in 2001.

The owners of the Cambridge Lady have been organizing land tours to accompany their sailing trips.

The Harriet Tubman Organization sponsors Home Towne Tours, which take individuals or groups to sites associated with Harriet Tubman and African American history. They operate as step-on guides for a limited number of tours annually.

**Table 5C: Tourism Support Services: Dorchester County**

<b>Boat Tours</b>		
Dorothy-Megan	Paddleboat	34 Scheduled Trips
Cambridge Lady	40-Person Tour Boat	3,000 passengers
Nathan of Dorchester	28-Person Skipjack	400-500 passengers
Channel Charters	6-Person Workboat	N/A
Lady Katie	Skipjack Charter	N/A
<b>Public Boat Ramps</b>		22 Ramps
<b>Canoe, Kayak Launches</b>		7 sites
<b>Fishing Charters</b>		8 Guides
<b>Hunting Guides</b>		6 Guides
<b>Tour Guides</b>		
Mid-Atlantic Reception Services		12 Crabmania Tours
Home Towne Tours		800-1,000

Source: LDR International, an HNTB Company, Survey

## Restaurants and Retail

Restaurants can be destinations, especially if they are sited well, serve unique or outstanding menus and can accommodate large groups. There are several “destination” restaurants in the county, including but not limited to Old Salty’s, Snappers and Suicide Bridge. They are noted for their seafood and attract numerous visitors including tour groups. However, most eating and drinking facilities that serve visitors are the numerous fast food places along Route 50 that primarily target the many transients with destinations beyond Dorchester County.

Shopping is a major tourism activity. Scattered throughout the county are antique shops, country general stores, and arts and crafts places. There are opportunities to increase shopping, especially in Cambridge and the small towns. A farmers’ market with produce, prepared foods and local crafts would be an exceptional opportunity. There is now limited retail. Employment in general merchandise and apparel is quite small as noted in Section 3.0 earlier. Retail stores are primarily along Route 50 in small shopping centers.

## Sailwinds

Ten years ago, Sailwinds Park was conceived by the Cambridge Committee of 100, to become a major tourism attraction that would help revitalize Cambridge. It was sited on 30 acres of unused waterfront that included the warehouse for the Maryland Port Authority. It was to include a visitor center, park, hotel, marina, outdoor performance space, retail, restaurants and playground.

Most of the plan has not yet been realized. The site remains in multiple ownership and control. A visitor center, nature walk and playground have been developed on the eastern portion. The middle part is still owned by the Dorchester General Hospital and remains open. The western 13 acres, owned by the Maryland Port Authority, have been leased to the City

of Cambridge until 2009. Governor's Hall, the warehouse, serves as an event center, mostly serving local occasions.

The visitor center, operated by the Dorchester County Department of Tourism, is hosting an estimated 30,000 – 40,000 visitors each year. A greenway trail has been completed from the Fishing Pier to the beginning of the hospital property. The adjacent playground is popular with residents. The visitor center is the major tourism venue now at the site.

However, the future development and use of the site remains to be determined. The site includes a deep water port that served in the summer of 2001 as a terminal for Chesapeake Bay cruises briefly operated by Delta Queen. The completion of Sailwinds will benefit tourism and Cambridge and should be a priority.



*Sailwinds Playground*

## 6.0 Current Tourism Market

The characteristics of current tourists to Dorchester County are identified by data supplied by the Travel Industry Association of America, by surveys done as part of this project of visitors to Blackwater and Sailwinds visitor centers and from interviews with stakeholders. The current market is expected to change with the opening of the Hyatt.

### Hunting, Fishing and Boating

Hunting, fishing and boating have been long-term traditional activities for visitors to Dorchester County. Hunting geese, other waterfowl and deer has attracted many sportsmen. These provide business to accommodations, restaurants and other services. Much hunting is done on private property and at clubs, however, directed by the owners or members. There are few guides who advertise and for most, this is a part-time activity.

The Maryland Department of Natural Resources issues licenses for hunting and monitors the harvests. However, limited data are available by county. One set of data available, shown in Table 6A, by county is deer takes. In the 2000-2001 season, Dorchester reported 4,382 deer taken, which was 5.2 percent of the state total. Dorchester is the primary location for hunting sika deer, garnering 86.3 percent of that take. The sika is a trophy animal and non-native that attracts hunters from long distances.

	<b>State</b>	<b>Dorchester County</b>	
Total Deer Taken	84,776	4,382	5.2%
White Tail	83,092	2,928	3.5%
Sika	1,684	1,454	86.3%

Source: Department of Natural Resources

Fishing is a limited activity for visitors. There are few fishing charters available in Dorchester. While demand will drive supply, fishing charters are much more numerous in many other areas of Maryland.

Boating, except for commercial fishing, is also modest in Dorchester. From data available through boat registrations at DNR, compared to other areas on the Eastern Shore, boating is limited.

	<b>Documented by Residence</b>	<b>Registered by Home Port</b>
Kent County	82	1,728
Queen Anne's County	176	2,296
Talbot County	220	2,557
Dorchester County	43	838
State of Maryland	5,336	73,781

### Residence of Visitors

The tourists who come to the Eastern Shore are different from those coming to the state as a whole. From 2000 data available through TravelScope, a survey by the Travel Industry Association of America (TIA), the visitors to the Eastern Shore are more local and regional than all visitors. While almost 20 percent of Maryland's tourists are from within Maryland,

almost twice that percent of Marylanders are the tourists to the Eastern Shore. For the Shore, almost 39 percent are from Maryland. More Eastern Shore tourists come from Pennsylvania and generally far fewer from more distant areas. Table 6C shows the place of residence for tourists to Maryland and to the Eastern Shore, together with their activities.

<b>Table 6C: Visitor Characteristics: Maryland, Eastern Shore</b>		
<b>Place of Residence</b>	<b>Visitors</b>	
	<b>Maryland</b>	<b>Eastern Shore</b>
Maryland	19.6%	38.7%
Pennsylvania	17.0	25.5
Virginia	11.5	9.0
New York	7.4	8.3
New Jersey	8.4	3.7
Florida	3.3	1.7
California	2.7	0.5
North Carolina	3.5	0.4
Ohio	3.1	0.6
West Virginia	2.6	2.5
Texas	1.9	0.2
<b>Activity Done</b>		
Shopping	26.8%	31.7%
Historic Site, Museum	13.1	5.8
Outdoor Activity	9.3	13.6
Visiting Beaches	12.7	56.7
Cultural Events, Festivals	18.0	10.7
Sports Events	3.8	2.5
Theme Parks	4.8	12.7
Night Life	6.3	9.2
National, State Park	6.1	8.0
Golf, Tennis, Skiing	3.0	4.7
Other	3.5	1.9

Sources: TIA TravelScope 2000; LDR International, an HNTB Company

Surveys done for this study summarized in Appendix C, at Sailwinds and Blackwater visitor centers, show that almost half of the visitors are from Maryland. Table 6D reports on the place of residence for visitors surveyed during the summer of 2001. About 47 percent of those surveyed were from Maryland.

<b>Table 6D: Place of Residents – Dorchester Visitors</b>	
<b>Residence</b>	<b>Percent</b>
Maryland	46.6%
Pennsylvania	11.8
Virginia	9.1
Delaware	3.8
New Jersey	3.0
Washington, DC	2.8
New York	2.5
Other U.S.	19.4
Non-U.S.	1.0

Sources:

Survey of Visitors, Blackwater and Sailwinds Visitor Centers  
LDR International, an HNTB Company  
Hollander Cohen & McBride

## **Preferred Activities of Tourists**

As would be expected, the visitors to the Eastern Shore also have different travel activities than those to Maryland. The TravelScope survey, reported on Table 6C, shows that the majority of visitors to the Eastern Shore are headed to the beach. Almost 57 percent reported that they went to the beach during their trip. They also were more inclined to go to a theme or amusement park and engage in nightlife. Since 60 percent of Maryland's visitors to the Eastern Shore in 2000 went to Ocean City, those data are not unexpected.

In 2000, the State of Maryland had 17,852,000 tourists, as identified by TravelScope. Of these, 4,560,000 went to the Eastern Shore. This is a large market that could be attracted to Dorchester County and the Heart of Chesapeake Country Heritage Area were destinations and activities readily available. Many of these millions now drive through on Route 50.

The visitors that stopped at Sailwinds visitor center or went to Blackwater represent a market that is well suited to heritage tourism. Table 6E identifies the preferred activities of those visitors. They were asked how often they included an activity while traveling or on vacation. Did they include the activity a lot, some, a little or not at all? Table 6E assigned a score of "3" to a lot; "2" to some; "1" to a little; and "0" to none. The most preferred travel activity for these visitors was sightseeing or touring, followed by museums or historic sites, the beach and swimming and then shopping, bird watching and animal safaris and other outdoor activities.



<b>Activity</b>	<b>Rating</b>
Sightseeing, touring	2.66
Museums, historic sites	2.29
Beach, swimming	2.04
Shopping	1.93
Bird watching, animal safari	1.57
Biking, hiking, canoeing, skiing	1.52
Boating, sailing	1.16
Activities for children	1.15
Night life, entertainment	1.08
Amusement, theme parks	1.05
Camping	0.99
Fishing, hunting, crabbing	0.96
Attend sporting events	0.90
Golf, tennis, horseback riding	0.70
Gambling, gaming	0.49

Sources: Survey of Visitors, Blackwater and Sailwinds Visitor Centers  
Preference of Activities 0-3

0 = Never do

1 = Little

2 = Some

3 = Lot

LDR International, an HNTB Company

Hollander, Cohen & McBride

These preferences will be very supportive of heritage and eco-adventure tourism.

The surveys taken at Blackwater and the Sailwinds Visitor Center are strong indications that enhanced heritage attractions will attract more tourists who would stay longer. Almost half of the non-residents surveyed were “first time” visitors to Dorchester County. Most planned activities in the County. While many were “driving through,” they were **not** on their way to the beach. Further, overwhelmingly, these non-residents (91 percent) planned to come again. And as pointed out, they preferred heritage-related tourism activities.

Those surveyed are an attractive market, well educated, relatively affluent and coming from nearby homes. Since September 11, tourism sites reached by driving are increasingly important.

# Planning Framework

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- 7.0 Development and Land Use
- 8.0 Interpretation
- 9.0 Linkages
- 10.0 Leadership and Organization
- 11.0 Tourism Trends
- 12.0 Challenges and Issues



*Cambridge Creek*



*East New Market*



*Signs of Development*



*Church Creek View*

## **7.0 Development and Land Use**

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The heritage area plan requires that there be programs to protect and enhance the resources in the community. The purpose of the plan includes economic development for heritage tourism to provide additional support for recognition and preservation of resources. This section will review the land preservation efforts, the historic preservation record and current development and revitalization projects.

### **Land Preservation**

Dorchester County, with 630,000 acres of land and water is a huge area. There is a great amount of protected land both through direct public ownership and through conservation easements. These safeguards are crucial because the area has many vital natural resources. According to the Department of Natural Resources, the county has 39 percent of the state's wetlands and 28 percent of the Critical Area. As discussed earlier, it is a major agricultural area. The preservation of land and the protection of the water are essential to the county's economic well-being and to the health of Maryland.

To date, because development pressures have been low, the threats to land have not been a major concern in the area. About four percent of the land is developed. However, it is important to be sure that plans are in place to assure that growth takes place in the most desirable locations and a maximum of agricultural, forest and wetlands are preserved.

The following is a summary of the protected lands in the county:

- The Blackwater National Wildlife Refuge with its 26,000 acres was established in 1933 and is known as a major refuge for migratory birds, especially waterfowl. It consists of rich tidal marsh, freshwater ponds, evergreen and deciduous forests managed for protection. It is the major tourist destination in the county.
- The Department of Natural Resources owns four Wildlife Management Areas, totaling more than 30,000 acres and two Natural Heritage Areas – the Marshyhope and the Chicone River.
- The Maryland Agricultural Land Preservation Foundation has more than 15,000 acres of agricultural land in designated districts and over 6,100 in easements.
- The Maryland Environmental Trust, often in partnership with the Eastern Shore Land Conservancy, holds 30 conservation easements, totaling almost 6,900 acres. Of these, two are purchased as part of the Rural Legacy Program.
- There are three existing designated greenways and seven more identified through the Maryland Greenways Program. These are discussed in Section 9.0 of this report.
- The Chesapeake Forest includes about 11,000 acres of Dorchester within the overall 58,000 acres being purchased by the Conservation Fund.
- There are two Rural Legacy Areas including parts of Dorchester: the Agricultural Security Corridor, which stretches through five counties and the Nanticoke, which centers around Vienna.
- The Nature Conservancy is working to preserve 50,000 acres along the Nanticoke.

Although these are all very important, it is not clear that there is adequate protection for conserving land. Most of the agricultural land is in the northern part of the county, north of Route 50. Little of this land is currently safeguarded. Most of the MET easements are in the Neck District.

The county Planning Department has recently updated its zoning maps and established new agricultural zoning classifications. Each parcel in Agricultural Conservation Zones is permitted three d.u.s plus one for every 15 acres, or one for every 10 acres, if there is clustering. The department has also reclassified roads to limit curb cuts and discourage development along some rural roads. It would like to establish a TDR program, as well. However, with low development pressures, enthusiasm for stringent zoning controls is not great.

## **Historic Preservation**

There is considerable appreciation among the leadership in Dorchester County for its history and culture. The county is currently sponsoring a Heritage Preservation Plan with aid of a state Preservation Incentives for Local Government (PILG) grant. This planning coincides well with the tourism plan and will support many consistent strategies that can enhance the heritage resources.

The heritage plan is documenting previous surveys, information gaps, threats, goals and recommending an action plan for the county. It addresses structures, archeology, museums and collections, cultural conservation and landscapes.

Several surveys of historic properties have been undertaken, including one published by the Maryland Historical Trust in 1984, *Between the Nanticoke and the Choptank, An Architectural History of Dorchester County, Maryland*. Even so, there are estimates that only 13 percent of pre World War II structures have been surveyed. Appendix B to this report lists the significant architecture, buildings and sites that have been identified. This appendix also indicates whether the venue is accessible, interpreted and how it relates to the seven heritage themes which frame the tourism plan.

Several properties are listed in the National Register of Historic Places, including NR Districts in Cambridge and East New Market. There is a Cambridge Historic Preservation Commission for the city which also has an ordinance and design guidelines to help protect properties. There is an East New Market Historic Preservation Commission, as well, one of the first such bodies in the state. Several communities have groups and foundations interested in the heritage of the area, as noted in Section 10.0.

Less clear is the extent of ongoing preservation and protection. Reportedly, there has been limited use of the historic tax credit in the County. There are seven properties with preservation easements held by the Maryland Historical Trust:

- Friendship Hall, East New Market
- Meredith House, Cambridge
- Richardson Maritime Museum, Cambridge

Stanley Institute/Rock School, Cambridge  
Tavern House, Vienna  
Trading Post, East New Market  
Customs House, Vienna

No jurisdiction is a “Certified Local Government”. Some could be encouraged to pursue the designation.

The draft heritage plan notes that the biggest threat to preservation comes from poverty and neglect. Owners have not always maintained their structures. Farmers may no longer need older accessory buildings. Churches with declining membership are not repaired. Limited financial resources constrain rehabilitation.

With respect to archaeology, the draft plan noted that site investigations have been limited. However, the lack of development pressure has meant that the threat of loss comes primarily from erosion. There is currently an exploration at the Brodess plantation to attempt to locate any structures or artifacts from Harriet Tubman’s life there. One other prominent site is the Brinsfield Prehistory Village, which is listed on the National Register. Archaeology sites, in some cases, can become major tourism attractions, e.g., Fort Frederica in Georgia and Jamestown in Virginia, when interpreted successfully.

## **Revitalization**

The existence of significant historic structures creates an opportunity for revitalization on a scale beyond just a single building in many of the communities. Cambridge has several sections appropriate for major restoration. Each of the smaller municipalities has an area or group of buildings that could be rehabilitated or adapted for reuse to support economic development and tourism. The Heart of Chesapeake Country Heritage Area Tourism Management Plan can become a vehicle for preservation and conservation.

There has been some redevelopment in the area, primarily focused on infrastructure. There is much interest in more extensive reconstruction and restoration. Cambridge, Vienna and East New Market have all undertaken major upgrades to their water and sewer systems. Church Creek and East New Market are pursuing streetscapes. Cambridge has recently gotten a Community Legacy grant for streetscape on Cedar Street leading to downtown. With help from the Department of Natural Resources, the city is upgrading Long Wharf.

Vienna is completing the River Walk Park along the Nanticoke. It is investing in a major street alignment of Market Street to reduce the impact of truck traffic in the town. Hurlock is investing in reuse of its train station.

The community with much to gain from the heritage plan and the tourists from the Hyatt is Cambridge, where redevelopment has had a difficult time in recent years. As discussed, Sailwinds Park needs to be completed. The city has leased the western part of the site, including Governor’s Hall until 2009. They are investing in upgrading the building for events and meetings. The Maryland Port Authority, which owns the property, wants to develop the entire site and has issued a request for proposals. A partnership here could create a strong tourism venue focused on the port, waterfront and access to downtown. Downtown Cambridge redevelopment has stalled, according to officials there. A 1996 Economic and Revitalization Plan has not been implemented. City officials have been looking for state money to restore Race and High Streets. An earlier effort to establish a Main Street Program was never approved, but could be reconsidered. Yet, the architectural fabric of Cambridge and the potential for tourism are strong and attractive. The city has recently applied to become an Arts and Entertainment District under the state program.

To support a tourism initiative in Cambridge, the Richardson Maritime Museum and Nathan of Dorchester have joined to take an option on the warehouse site south of Governor's Hall where they envision a \$4.0 million museum, boat building venue and maritime experience. They, too, are looking for financial support.

## **Strategies**

The heritage plan can become a vehicle for realizing many of the visions for the communities in the area. It can help document the need for land protection. It can provide assistance for historic preservation. It can encourage the planning and supply financial support for community revitalization. Primarily, it will stimulate the development of tourism and resulting economic benefits.

Dorchester County recently received a \$2.2 million grant to provide a project and 30,000 sq. ft. shell building under the One Maryland Program through the Department of Business and Economic Development. It has concentrated much of its economic development effort upon manufacturing. Tourism is a major growth industry for the future. This plan can provide another significant path for employment and business growth.

**INSERT MAP #4 – Reduced to 8 ½ x 11”**



## **8.0 Interpretation**

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Interpretation is a potent means for connecting people with history by telling the stories of the past. It has evolved from merely stating facts to imparting meaning and significance. Storytelling is the weaving of information into a narrative, placing people, events, and places into contexts that are relevant to the interests of the audience. In this manner, significant people are presented in light of their character, their social and cultural background, their deeds, and their relationships with other people. This presents a more full picture, allowing the audience to understand the importance of these people on multiple levels. Events are presented as components of trends; in political, social, and economic contexts; and in cause-and-event dynamics. Places are interpreted as the locations of human and natural development, demonstrating change over time and the forces that shaped this change.

Interpretation needs to evolve over time, as well. As more information is gained, as new meanings are understood, and as the interests of audiences evolve, interpretation needs to be updated. The methods used in the 1980s were updated for the 1990s, which again are being updated now. The increasing interest in heritage tourism is creating a marketplace effect of supply and demand. As interpretive venues compete for visitation, they are forced to offer new, more interesting presentations.

The effect is a gradual evolution towards more compelling storytelling told using a variety of media and methods: print, electronic, visual, auditory, sensory, etc. This is the context for the development and enhancement of interpretation for the Heart of Chesapeake Country. Bound by two other heritage areas, each interpreting histories similar to what is being presented in Dorchester County, this heritage area will need to offer high-quality interpretation.

The discussion below presents a framework for interpretation in the Heart of Chesapeake County Heritage Area. The framework presents the main interpretive topics, a collection (not exhaustive) of subtopics, and a general list of the resources that may be used to interpret the topic. Constructing this framework begins with an identification of story lines that can give residents and visitors a base of understanding about the area. Once this baseline is identified, subtopics are fleshed out to broaden and deepen the storytelling. The heritage area and the partners can then develop programs using the framework to align interpretation and develop linkages among sites to create a coordinated interpretive experience that is richer than the sum of its parts.

Seven primary topics offer compelling opportunities for interpreting the heritage of the Heart of Chesapeake Country Heritage Area. These include the following:

- Harriet Tubman and Eastern Shore African American History
- Chesapeake Landscapes and Outdoor Adventure
- Working Waterfront Villages
- Agricultural Life
- Dorchester Families and Traditions
- American Indian Heritage
- Dorchester History, Architecture, and Artifacts

Following the discussion of each topic and its subtopics is a brief assessment of the viability of the topic to serve as a heritage development tool. Some topics are of national and regional significance, which will draw visitors from around the country and from Maryland and surrounding states. Others will likely have more relevance to a local audience of residents of the heritage area and from the surrounding counties.



## **Topic: Harriet Tubman & Eastern Shore African American History**

People of African descent have lived in Dorchester County for almost as long as the Europeans. Slavery was brought to this area on the earliest ships, and lasted for almost two hundred years. Today, most of the members of the African American community descend from enslaved men, women, and children who worked the fields of Dorchester County. Enslavement consisted of toil, hardship, and suffering. To escape this, many tried to flee north to freedom. One remarkable Dorchester County-born woman, fled and returned at least 19 times to help others escape. Harriet Tubman, an internationally renowned conductor on the Underground Railroad is a central figure of Dorchester County heritage. Her life and efforts are of national significance.

While Harriet Tubman is one of the most visible figures of African-American heritage on the Eastern Shore (an honor shared with Frederick Douglass of Talbot County) and the Underground Railroad is a compelling story to tell, the contributions of the African-American community to the heritage of Dorchester County extended beyond the time when Tubman was active. African Americans have been working in the fields and on the waterways, building churches, and just living in Dorchester County for three centuries. Through the generations, there have been teachers, preachers, doctors, and civic leaders who have contributed to the development of the community, a community that has participated in almost every aspect of Dorchester County heritage.

### Subtopics:

- Two Hundred Years – What was the experience of slavery, for blacks and whites? What were the economic, social, cultural, and racial factors that created and perpetuated slavery?
- Flight to Freedom – What was the personal experience of runaway slaves as they trekked by night through marshes and forests, evading bloodhounds, slave catchers, and informants?
- The Network – Of what did the Underground Railroad network consist? Who were the conductors, where were the safe havens, and what were the preferred corridors?
- Following the Drinking Gourd – What is the lore of the Underground Railroad? What were the songs, stories, and tales about running for freedom?
- Emancipation – What did emancipation mean in the context of Reconstruction and the upheaval following the Civil War? What changes and challenges did the African American community face in the last half of the 19<sup>th</sup> century?
- New Roles – What employment opportunities were available at the turn of the 20<sup>th</sup> century for African Americans in the local economy?
- The Continuing Fight – What was the context and what were the catalysts for the turmoil of the 1960s fight for Civil Rights? What were the results and lessons?
- Churches and Schoolhouses – What were the roles of churches in the community? How did these roles change during slavery, early emancipation, and 20<sup>th</sup> century life? Who were the most significant leaders, and what were their contributions? What roles did education play over time, especially before and after slavery? Who were the leaders?

Many of the resources associated with this topic (presented in Table 8A) are interpreted, though mostly through brochures. Guides are available for the tours, but little else has been done to tell the stories of African Americans in the heritage area.

<b>Table 8A: Resources Related to the Harriet Tubman and African American History</b>	
<b>Resource</b>	<b>Significance</b>
<b>Dorchester County</b>	
Christ Rock UM Church	Second oldest African-American Methodist congregation in county
Colonial Tenant House	Tenant house of Spocott plantation, housing servants who later achieved local renown as African-American community leaders
DeCoursey Bridge – Legend of Big Liz	Bridge associated with the site of a murder of a slave woman who helped the Union
Dickerson Chapel	Church associated with the slave-feud in local Methodist congregations
Friendship Church	Erected for African Americans following the Civil War
Harrisville Road	Area associated with Harriet Tubman’s father, a timber cutter
Joseph Stewart’s Canal	Canal hand-dug by slaves
Maces Lane – The Edythe M. Jolley Education Center	An early African-American high school
Old Field UM Church	Site of the first school in the county created by an African-American community
Transquaking River	One of the main corridors used by Harriet Tubman
<b>Bucktown</b>	
Bazzel African Methodist Episcopal Church	Harriet Tubman’s family may have worshipped here.
Brodess Plantation	Harriet Tubman Birthplace
Bucktown Village Store	Village store to interpret local history, featuring Harriet Tubman
Harriet Tubman Historical Marker	Marks the general location of the Brodess plantation, Harriet Tubman’s birthplace
Scott’s Chapel	Church attended by slaves. Cemetery is divided into sections for African Americans and European Americans.
<b>Cambridge</b>	
Bayly, Josiah, House	Bayly granted his slaves religious freedom, educated at least two of his slaves, and provided legal counsel to the notorious Patty Cannon
Bethel African Methodist Episcopal Church	Site of the oldest AME church in Dorchester County
Boundary Avenue	Site of one of Dr. Thompson’s farms. Dr. Thompson owned Tubman’s father, and the Tubman family may have lived at this site
Harriet Tubman Underground Railroad Gift Shop and Museum	Interprets Harriet Tubman’s life and efforts and other key figures in the African American community.
Jarvis, Howard, Home/Store	Howard Jarvis, one of the few African-American tailors in Cambridge, was a civil rights leader in the 1940s, ‘50s, and ‘60s
Jenifer Institute site	Site of the first school for African Americans in the county
Long Wharf	Location of seafood industries in which African Americans participated
Pine Street	Center of African-American community in the city
Richardson, Gloria, House site	Richardson was a local civil rights leader in the 1960s
St. Clair House	Site of house associated with prominent African-American business leaders and civil rights leaders

<b>Table 8A: Resources Related to the Harriet Tubman and African American History</b>	
<b>Resource</b>	<b>Significance</b>
Stanley Institute (National Register-listed)	Church and school attended by African Americans since 1867
Harriet Tubman Memorial Park and Garden	Park honoring Tubman (not associated with any historic resource)
Waugh Methodist Episcopal Church	Site of oldest African-American church in county
<b>East New Market</b>	
Mount Zion United Methodist Church	Church site whose pastor is thought to be a conductor on the Underground Railroad

The story of the Underground Railroad and Harriet Tubman’s role in the flight to freedom for countless enslaved African Americans is nationally significant. The story of African American culture in Dorchester County is likely to have more local relevance, especially since the contributions of African Americans to Eastern Shore culture is planned to be interpreted in both of the other heritage areas on the Eastern Shore. Currently, the available resources, venues, and sites that would be used to tell these stories are in need of improvement.

**Topic: Chesapeake Landscapes and Outdoor Adventure**

With a thousand miles of coastline and thousands of acres of marshlands and forests, the heritage area supports an abundance of habitats. This abundance has attracted people to this region for millennia, starting with American Indians and continuing with the eco-tourists of today. Natural resource-based recreation, including birding, hiking, canoeing/kayaking, sailing, motorboating, fishing, hunting, and just quietly soaking in the beauty of the region, has become a major draw for visitors to the region. Blackwater National Wildlife Refuge, the main natural resource area in the heritage area, receives up to 120,000 visitors a year. This provides a great audience for expanded and coordinated interpretation that encourages these visitors to travel throughout the heritage area once other resources are linked interpretively with Blackwater. Interpretation of the area’s natural heritage can follow the subtopics listed below.

Subtopics:

- For the Birds – What types of bird habitats are found across the marshlands and forests of the heritage area, and where are they?
- Heading South – What is the Atlantic Flyway, why do waterfowl migrate, and why do they stop in Dorchester County?
- Where the Wild Things Are – What animals are people likely to see in the fields, protected areas, and urban habitats, and what animals live in the margins where people are not likely to see them?
- Out in the Water – What are the animals of the water? Which have played significant roles in shaping human culture
- Once Upon aTime – What are the myths, legends, and tales associated with the Eastern Shore and the bay? What gave rise to them, and which of them are still told today?
- Protection and Conservation – Why is protection and conservation important, and what is being done about it?
- Natural History – How did this county come to look as it does: how was it formed, and how will its natural resources appear and function in the future?

- The Chesapeake – Why is it significant and special, how was it created, how does it function, why has it been so bountiful, what is being harvested, and what is being done to protect it?

In addition to the Blackwater National Wildlife Refuge, thousands of acres of habitat are protected and open to the public for recreation and limited use. These include state wildlife management areas such as Fishing Bay, and interpreted lands and marshes that have been protected through private efforts but are open to the public, such as the Robinson Neck–Ewing Preserve. The natural resources are too numerous to name, but the most significant resources are the rivers, bays, and inlets. Resources associated with this topic are presented in Table 8B. All of the subtopics here are suitable for use in interpretation at any of these sites.

<b>Table 8B: Resources Related to Chesapeake Landscapes and Outdoor Adventure</b>	
<b>Resource</b>	<b>Current Uses</b>
Blackwater National Wildlife Refuge (NWR) and Visitor Center	Internationally important birding area, plus hiking, canoeing/kayaking, and cycling along the Blackwater Refuge Loop trail and the Vienna to Blackwater cycling trail
Fishing Bay, LeCompte, Linkwood, and Taylor's Island Wildlife Management Areas	Tens of thousands of protected acres of marshlands and forests for limited hunting and recreation. Fishing Bay Wildlife Trail (water trail), boating, fishing, hunting
Blackwater River	Boating, fishing, hunting (outside the NWR)
Choptank River	Choptank River Fishing Pier Long Wharf Park and Pier
Nanticoke River	Boating, fishing, hunting
Transquaking River	Boating, fishing, hunting
Taylor's Island	Robinson Neck – Ewing Preserve Taylor's Island Passages (water trail)
Other Recreation Opportunities and Resources	Worlds End Creek (water trail), Farm Creek (water trail), Cambridge Lady (charter boat), Cambridge Loop (cycling trail), Dorchester County Public Pool, Great Marsh Park, Secretary Park, Power Boat Hall of Fame, Annie Oakley, guide services, charters

Unlike the other interpretive topics, many of the resources related to Chesapeake Landscapes and Outdoor Adventure are not accessible by land, making direct, “on-site” interpretation difficult or impossible. Water access is a key component for some interpretive programming. Many canoe/kayak launches, boat ramps, and marinas (presented in Table 8C) punctuate the shorelines of Dorchester County. Many are in poor condition, however, and more are needed.

<b>Table 8C: Water Access Points</b>		
<b>Canoe/Kayak Launches</b>		
Chicone Creek	Ferry Point	Little Blackwater
Duck Walk	Fishing Bay Access	Galestown
Elliott Island Beach		
<b>Boat Ramps</b>		
Beaver Dam Creek	Fishing Creek	Ragged Point
Bestpitch Ferry	Franklin Street	Secretary
Bishops Head	Great Marsh	Shorter's Wharf
Crapo-Wingate P.O.	Hongo-Tyler Cove	Taylor's Island
Crocheron	Hooperville-Muddy Point	Toddville-Farm Creek
Elliott Island - McCreedy's Cove	Cove	Transquaking River
	Madison Bay	Trenton Street
	New Bridge	Vienna

While the Chesapeake Bay is a nationally significant natural treasure, the bay-related stories told at any one place along the bay's shoreline are not likely to have a national audience. The Chesapeake Bay Gateways Network (discussed below) is an attempt to unite the presentation of bay-related interpretation. This network could be used to support local interpretation efforts.

As a specific resource, the tidal marsh habitats that comprise Blackwater National Wildlife Refuge are nationally significant. Interpretation linked to the refuge could draw visitors to other sites, resources, and venues in the county. Interpretation at similar resources, though, is in need of improvement in order to take advantage of any potential association with the refuge.

### **Topic: Working Waterfront Villages**

With its long coastline, protective coves, and access to abundant aquatic resources, it is not surprising that Dorchester County became an early, major hub for watermen and water-related industries. Images of watermen in skipjacks and log canoes plying the waters of the Chesapeake Bay are the idyllic vision of life on the Eastern Shore. This vision is blind to the work and planning, joys and hardships endured by men, women, and families who make their living in the seafood industries. Though it can be hard, working the water has produced a trove of lore and a rich heritage.

This heritage comprises industry, creativity, stalwart effort, and reliance on nature to provide the goods that are sold locally and around the world. Dorchester County still abounds in working waterfronts, though their docks and bulkheads do not bear the level of effort as in previous years.

Subtopics:

- Men of the Water – Who are the watermen, and what type of person becomes a waterman?
- On the Waterfronts – What is life like in waterfront communities?
- The Day's Catch – What is being harvested, and how much is harvested? What are the specific techniques used for each type of catch?
- Up Before the Dawn – What is a typical day like for a watermen?
- Pots and Tongs – What equipment types are used, and how have they evolved?
- Crafting Watercraft – What boats have been developed to ply the waters of the bay for vocational and recreational uses?

Table 8D presents the existing assets for interpreting waterfront communities. Few of these communities and resources are interpreted, presenting opportunities for improvement.

<b>Table 8D: Resources, Communities, Resource Types, and Attractions Related to Working Waterfront Villages</b>	
<b>Resource</b>	<b>Current Uses</b>
Brannock Maritime Museum	Interprets the maritime history of the Choptank River and Chesapeake Bay, focusing on Dorchester County; plus steamboats, the oyster wars, boat building and naval history.
Dorchester County Historical	Interprets mainly land-based heritage, but includes exhibits on

Society	maritime industries and artifacts.	
Dorchester Heritage Museum	Like the Historical Society, interprets mainly land-based heritage, but includes exhibits on maritime industries.	
<i>Nathan of Dorchester</i>	Interprets the lives, techniques, and lore of watermen who use skipjacks through chartered trips on the skipjack replica.	
Richardson Maritime Museum	Interprets boatbuilding using an extensive collection of models	
Sailwinds Visitor Center	Provides limited interpretation on water-oriented lifestyles.	
Taylor's Island Museum	Mainly interprets farming and domestic lifestyles, but includes artifacts and images relating to water-oriented heritage.	
<b>Communities</b>		
Cambridge	Secretary	Vienna
Elliott Island	Taylor's Island	Woolford
Hoopersville		
<b>Resource Types</b>		
Boats, work and recreation	Packing and Boatbuilding	Waterfronts
Piers	warehouses	
<b>Attractions</b>		
Brannock Maritime Museum	Dorchester Heritage Museum	Sailwinds Park and Visitor Center
Choptank River Fishing Pier	Long Wharf, Cambridge	

Around the Chesapeake Bay, the story of the watermen is nationally significant. Like the stories of the bay itself, though, the stories of watermen in Dorchester County are only components of the larger stories. The effect is that this particular story has a more localized significance. This topic is a major interpretive topic for the two other heritage areas on the Eastern Shore. Efforts to tell this story should be coordinated locally and regionally with the other heritage areas. The Chesapeake Bay Maritime Museum, in Talbot County, may be an important prospective partner.

## **Topic: Agricultural Life**

Agriculture has been a part of life in Dorchester County since the early years of European settlement. With prime soils and the deep-water port of Cambridge, farming was an early source of prosperity. Combined with the abundance of food available from the water, farming allowed the county to grow. In Dorchester County, though, farming took on a different role in the economy and in the community than it did in other Eastern Shore areas. Because of the marshlands, much of the heritage area is unsuitable for agriculture. This hindered economic expansion and population growth.

The main crops produced in the heritage area changed over time. Early farms produced grains and limited amounts of tobacco, which were shipped to ports along the East Coast and to Europe. With the opening of the Midwest for grain production, and the linking of the nation with railroads, Dorchester, like much of the mid-Atlantic region, was forced to focus on the production of perishable goods such as fruit and vegetable: crops that would be consumed within the region. With the development of refrigerated train cars, perishable crops could be shipped across country. Other areas were able to produce fruits and vegetables in greater abundance and more inexpensively, thus hurting the marketability of Dorchester produce. Today, the main crops are corn and soybeans. These are largely produced for feed for animals. Agriculture as a component of Dorchester culture has steadily decreased from a time when most residents farmed, to a time when a small percentage of the population work the fields.

### Subtopics:

- Tilling the Earth – What changes in agriculture have been wrought by technological advances in agriculture, processing, and transportation?
- Rural Communities – What is life like in rural, agricultural communities? How has life changed over time?
- Men, Women, and Children – How have gender and generational roles changed over time regarding tasks and responsibilities?
- Black and White – How have the roles on the farm of people of European descent changed relative to people of African descent, and vice versa?
- Agriculture and Agribusiness – What are the connecting relationships between agricultural production and product processing? How have these changed over time?



<b>Table 8E: Resources Related to Agricultural Life</b>	
<b>Resource</b>	<b>Current Uses</b>
Bucktown Village Store	Interprets aspects of 19 <sup>th</sup> -century, rural commerce and commercial structures, focusing on the Bucktown area with connections to Harriet Tubman and African American heritage.
Dorchester County Historical Society	Interprets the agricultural and rural life in Dorchester County using farming and domestic artifacts. Most significant among these artifacts is an 1850s McCormick Reaper. Museum complex occupies former plantation structures.
Dorchester Heritage Museum	Interprets the agricultural and rural life in Dorchester County using farming and domestic artifacts.
Spocott Windmill Complex	Interprets loosely the evolution of agriculture through the interpretation of its collection of agriculture-related structures, including the windmill, tenant house, and store.
Taylor's Island Museum	Presents local farm implements.

Because agriculture is a core component of the heritage of almost every rural area in the country, the story of agriculture in Dorchester County is mainly of local significance. This story is popular in Dorchester County, as evidenced by the three museums that interpret the story through local artifacts.

**Topic: Dorchester Families and Traditions**

Defining Dorchester life are the traditions of its cultures, peoples, and families. These traditions have been transmitted from their cultural antecedents, in Europe, Africa, and elsewhere, down through the generations to the present community. Ethnicity, social standing, and occupation have played roles in shaping the community's heritage. Families, well-known and unknown, made contributions. The domestic heritage is a vital component of the heritage of the county.

Subtopics:

- The Household – What roles did the family unit play as a central organizing feature of the Dorchester community?
- Prominent Families – What roles did the governors, judges, entrepreneurs, and other political and commercial leaders play in the development of the heritage area? What influence, for better or worse, did they wield in their time? How did they live? What were their influences? What have been their legacies: economic, political, and architectural?
- Dorchester Heartland – What were the contributions of the middle- and working-class families of Dorchester? What occupations did they hold? What was their influence in the larger community of the heritage area?
- Ethnicity – What roles did the various ethnic groups—such, but not limited to, European Americans, African Americans, Latin Americans, Asian Americans, and American Indians—play in the historical development of the heritage area?
- Social Circles – What are the active community groups, clubs, lodges, and other social organizations in the heritage area? What groups played roles in the past, but no longer operate?

<b>Table 8F: Resources Related to Dorchester Families and Traditions</b>	
<b>Resource</b>	<b>Current Uses</b>



Bucktown Village Store	Interprets aspects of 19 <sup>th</sup> -century rural life, focusing on the Bucktown area with connections to Harriet Tubman and African-American heritage.
Brannock Maritime Museum	Interprets maritime history associated with local communities.
Dorchester County Historical Society	Interprets domestic heritage through exhibits, images, and artifacts.
Dorchester County Library, Maryland Room	Provides genealogical information on local families and other information on local heritage.
Dorchester Heritage Museum	Interprets domestic heritage through exhibits, images, and artifacts, featuring a large exhibit of a kitchen.
South Dorchester Folk Museum	Interprets folkways, domestic, agricultural and maritime, of families from southern Dorchester County.
Taylor's Island Museum	Interprets farming, maritime, and domestic life ways.
Vienna Heritage Museum	Will interpret local family traditions.

This story is locally significant, and depending upon how it is told, the significance can be limited even more. If the focus is on specific families, the interpretation may not be of interest to residents who are not members of those families. If the focus is on general life ways of family units in the area, then the story may have relevance to more residents. A balance of each will be needed.

**Topic: American Indian Heritage**

Long before Europeans arrived, American Indians occupied the land between the Choptank and Nanticoke Rivers. At the time of European settlement, the Choptank, Nanticoke, Pocomoke, and Assateague tribes lightly occupied the Eastern Shore. There may have been as few as 1,500 people living in this area in the mid 1660s. These tribes farmed, fished, hunted, and tended to live settled lives in hamlets. In the heritage area, the tribe called, Choptank, occupied three settlements on the east bank of the Choptank River to the north of present-day Secretary. Another settlement was located on the west bank of the Nanticoke River near present-day Vienna. They were either members of the Algonquin family of tribes, the Lenape of southeastern Pennsylvania, or the Nanticoques, the main group on the Delmarva peninsula. This issue is open to debate.

In the late 1600s two reservations were established for the Indians. The Chicacoan reservation was located between Cambridge and Vienna and lasted from 1684 to 1768. The Choptank reservation was located near Cambridge and lasted from 1669 to 1799. With the somewhat steady infilling of the area with settlers of European descent through the 19<sup>th</sup> century, tensions grew between them and the Choptanks, and the presence of Indians became less welcome. The tribe dwindled in size, largely as a result of migration northward into Pennsylvania and New York. Over time, the tribe faded from public consciousness. The most visible remains of the long presence of these cultures are the place names that Europeans adopted such as the names for the Choptank, Nanticoke, and Transquaking Rivers. Prehistoric sites are found across the region, but little remains above ground.

Not all of the American Indians left the area. Small groups moved into the margins of the growing Euro-centric population. These groups survive to the present day as the Nause Waiwash Band of Indians. This band has maintained an ethnic connection with the cultures that met the first Europeans.

Subtopics:

- Early settlement: Who were the first Indians in this area? When did they arrive? From where did they come? Why did they come here?
- Life Between the Rivers - How did this culture live? What crafts did they undertake? How did they fish, hunt, and farm?
- What religious practices have American Indians observed? How have these practices evolved? What is, and has been, their view of the land, the bay, the rivers, and the animals? What are the surviving stories, myths, and lore of the American Indians in the heritage area?
- Contact – What was the relationship between the American Indians and the Europeans? How did it change over time?
- On the Reservation – What was life like on the reservations? To what degree did living on the reservation impact the lifeways of the bands?
- Survival – What is the story of American Indian survival through the 19<sup>th</sup> and 20<sup>th</sup> centuries?
- Modern American Indians – What are the cultural traditions of the Nause Waiwash? Which of these traditions are directly related to traditions of the older bands?

<b>Table 8G: Resources Related to American Indian Heritage</b>	
<b>Resource</b>	<b>Current Uses</b>
Andrews	Agricultural community
Bishop's Head	Fishing community
Fishing Bay	The region occupied by native groups
Hughes Chapel	To be developed as the Nause Waiwash Band longhouse
Robbins	Former agriculture community that had a majority native population
Wingate	Fishing community

Hughes Chapel, in addition to being a religious and civic structure for the Nause Waiwash Band, will house some interpretation activity. The communities listed above are the traditional communities for Indian groups following their departure from the reservations. No interpretive venues exist, but the communities can be visited and interpreted via publications, guided tours, or outdoor signage. Historic resources in these communities include scattered farmsteads, hunting lodges, packing houses, and longhouses. The Nause Waiwash Band sponsors an annual event which is an important attraction. The story of American Indians is regionally significant in the context of prehistoric Eastern Shore habitation and may be nationally significant.

**Topic: Dorchester History, Architecture, and Artifacts**

Dorchester County has an impressive and largely intact historic landscape of built and natural features. The presence of the region's history is readily apparent in the landscape, largely because much of its historic architecture survives. The buildings range from the high-style, architect-designed structures such as those found in Cambridge to the vernacular houses lining the farm fields that were likely to have been built by the first occupants of the houses. This collection of domestic, civic, commercial, and industrial buildings can be used to tell the stories of the builders, owners, occupants, and uses by heritage area residents over the centuries. They reveal the social standings, aspirations, and mindsets of the people of the region in ways that interpretive panels cannot. Coupled with the artifacts used and made by

residents, a more complete story can be told about the county's history. Interpretation of this topic can help frame the presentations of the other topics since history, architecture, and artifacts are at the center of each other topic.

Subtopics:

- Architecture – Who were the prominent architects, and who were their clients? Who were the builders of the vernacular buildings in the heritage area? What were builders and buyers trying to express with the choices each made regarding design, materials, siting, and site development? What building types are unique to Dorchester County? What structures survive from the 17<sup>th</sup>, 18<sup>th</sup> and 19<sup>th</sup> centuries? What were the antecedents to the vernacular architectural traditions?
- Artifacts – What farming implements, mechanisms, and tools were used to farm Dorchester's soils? What maritime implements, mechanisms, and tools were used to harvest the resources of the bay and the rivers? What domestic implements, mechanisms, and tools were used to keep house and farmstead? What implements, mechanisms, and tools were used in activities and industries that supported farming, maritime harvesting, and domestic life?
- Folklore – What are the stories, tales, and myths of the heritage area?

<b>Table 8H: Resources Related to Dorchester History, Architecture, and Artifacts</b>	
<b>Resource</b>	<b>Current Uses</b>
Bucktown Village Store	Interprets aspects of 19 <sup>th</sup> -century rural commerce and commercial structures, focusing on the Bucktown area with connections to Harriet Tubman and African-American heritage.
Dorchester County Historical Society	Interprets Dorchester history in general; architecture, principally through its own historic structures; and artifacts in the Neild Museum.
Dorchester Heritage Museum	Interprets Dorchester history, focusing on artifacts and its facility, a former hangar for the du Pont estate.
South Dorchester Folk Museum	Interprets folkways—domestic, agricultural and maritime—of southern Dorchester County.
Taylor’s Island Museum	Interprets the history, architecture, and artifacts, focusing on Taylor’s Island.
Vienna Heritage Museum	Will interpret local history, focusing on artifacts and its facility, a former machine shop.

The buildings and resources associated with this topic are too numerous to name individually. Please see the appendix for a list of resources deserving particular mention. This topic, because of its focus on locally significant topics, has a largely local relevance. The primary audience for interpretation is mainly the residents of the Heart of Chesapeake County Heritage Area.

### **Other Topics: Chesapeake Gateways and Watertrails Network**

The topics discussed above offer a limited but strategic approach to key components of the heritage stories for the region. They are not exhaustive, but they are the most compelling topics that can be developed in the heritage area. An intriguing option for structuring interpretation, an option that the Dorchester County Department of Tourism has begun to take, is for the heritage area to align its interpretive efforts with the larger efforts of the Chesapeake Bay Gateways Network. This network, supported by the National Park Service (NPS), includes sites throughout the Chesapeake Bay watershed that provide interpretation and visitor programs that relate to bay-oriented topics. (For more information on the network, please see the Chesapeake Bay Network website: [www.baygateways.net](http://www.baygateways.net).) The Visitor Center at Sailwinds Park has been designated as a Regional Information Center, the Blackwater National Wildlife Refuge, Richardson Maritime Museum and Nathan of Dorchester have been designated as Gateway Sites in the network. Each venue has demonstrated their commitment to working with other network sites, building participation in the county, and developing interpretive programs that support the network’s interpretive objectives.

For the network, the NPS has developed a topical framework for interpretation that supports the Choptank framework above. With the help of its partners, the heritage area may choose to adapt its framework to complement the NPS framework. The two frameworks overlap to a large degree. The network framework consists of seven topics, listed below, and a variety of supporting subtopics. (For information on the network themes, see the website: [www.baygateways.net/pubs/themes.PDF](http://www.baygateways.net/pubs/themes.PDF))

1. The Living, Natural Bay
2. Peoples of the Bay
3. Settlement of the Bay
4. An Economic Resource: Commerce, Productivity and Transportation
5. Military and Naval Presence on the Bay

6. The Bay as a Source of Recreation and Renewal
7. Environmental Stewardship and Sustainability of the Bay

Communities, museums, and visitor centers across the bay watershed are joining the network and adopting one or more of these topics to enhance their interpretive and visitor programs. The topics are inclusive enough to allow a great variety of organizations and sites to participate. The three topics developed for this heritage area dovetail well with six of the seven network topics. Table 8J compares each Choptank topic to the network topics.

The overlap of Choptank and network topics strongly suggests that collaboration and participation in the network can be achieved without substantially altering the interpretive trajectory set by the heritage area. Plus, participation in the network can provide access to further NPS funding for program development. Participation requires a site to fill out a simple application. (For information on nominating sites to the Chesapeake Bay Network, see the website: [www.baygateways.net/about/nomination.htm](http://www.baygateways.net/about/nomination.htm).)

<b>Table 8J: Heart of Chesapeake Country Heritage Area Topics Compared to Chesapeake Bay Gateways Network Topics</b>
<b>Harriet Tubman and African American History relates to the following network topics:</b>
<p><b>Network topic #2. Peoples:</b> African American heritage is one of the subtopics of this network topic.</p> <p><b>Network topic #3. Settlement:</b> Again, the contributions of African American communities to settlement is a key subtopic of this network topic.</p> <p><b>Network topic #4. Economic:</b> The African American community contributed significantly to the bay-related economy in the pre- and post-Civil War eras.</p>
<b>Chesapeake Landscapes and Outdoor Adventure relates to the following network topics:</b>
<p><b>Network topic #1. Bay:</b> Much of the heritage area’s recreation opportunities are based on the bay’s natural resources.</p> <p><b>Network topic #3. Settlement:</b> Hunting and recreation have been long-standing lures for settlement in the heritage area.</p> <p><b>Network topic #4. Economic:</b> Seafood industries and fishing, oystering, and crabbing have been important components of the local economy.</p> <p><b>Network topic #6. Recreation:</b> Recreation—birdwatching, boating, and hunting—is a core topic for both the network and the heritage area.</p> <p><b>Network topic #7. Stewardship:</b> Conservation and appreciation of natural resources are central to this topic.</p>
<b>Working Waterfront Villages relates to the following network topics:</b>
<p><b>Network topic #2. Peoples:</b> The heritage of water-oriented communities is a central component of this network topic.</p> <p><b>Network topic #3. Settlement:</b> The heritage of waterfront communities is a central component of this network topic.</p> <p><b>Network topic #4. Economic:</b> Historically seafood industries were primary drivers of the local economy.</p> <p><b>Network topic #6. Recreation:</b> Modern waterfronts are shifting from being economic infrastructure to recreation infrastructure.</p>
<b>Dorchester Families and Traditions relates to the following network topics:</b>
<p><b>Network topic #3. Settlement:</b> The families and traditions of early Dorchester County residents is a component of this Network topic.</p> <p><b>Network topic #4. Economic:</b> The families worked in and owned the industries and major components of the bay economy.</p>
<b>Agricultural Life relates to the following network topics:</b>

<b>Table 8J: Heart of Chesapeake Country Heritage Area Topics Compared to Chesapeake Bay Gateways Network Topics</b>
<p><b>Network topic #3. Settlement:</b> Agriculture as an early draw for settlement and with its patterns on the landscape is a component of this Network topic.</p> <p><b>Network topic #4. Economic:</b> Agriculture, especially when linked to shipping, is an important component of the economy of the bay.</p>
<p><b>American Indian Heritage relates to the following network topics:</b></p>
<p><b>Network topic #3. Settlement:</b> American Indians were the first human settlers in the bay. This story is central to the heritage of the bay.</p> <p><b>Network topic #4. Economic:</b> Early trading of American Indians with Europeans and European-Americans is a component of this story.</p>
<p><b>Dorchester History, Architecture, and Artifacts relates to the following network topics:</b></p>
<p><b>Network topic #2. Peoples:</b> Dorchester County history fits the settlement topic in discussions of the many ethnic groups that have built the community of the county.</p> <p><b>Network topic #3. Settlement:</b> Dorchester County was settled early in the phases of bay settlement.</p> <p><b>Network topic #4. Economic:</b> The economic history of Dorchester County coincides with each major component of the economy of the bay.</p>



*Dorchester Heritage Museum*



## 9.0 Linkages

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Linkages are the ways in which the resources are woven together, physically and conceptually. The linkages are frameworks for accessing, experiencing and learning about the heritage. Themes are one of the ways linkages are established conceptually. There are transportation linkages as well. In the case of experiencing the heritage in the Heart of Chesapeake Country, there are many trails and tours that relate the resources to one another. There are also some exceptional opportunities to relate Heart of Chesapeake Country resources to a larger regional and even national framework.

Some tourism, like walking tours and trails, are linear experiences. Much tourism is not experienced linearly, where travelers go from site to site consecutively. But the linkages create a critical mass of attractions that can relate and reinforce one another.

### Transportation Access to Dorchester County

Almost all travelers arriving in Dorchester County come by automobile, with access from U.S. Route 50. Most will come across the Chesapeake Bay Bridge. Another route from the north or south is U.S. Route 13, intersecting Route 50 at Salisbury, or Route 301 from the north which meets 50 near Queenstown.

The area is very accessible by water, for people cruising on the Bay. There are an estimated 700-800 slips for non-commercial vessels. However, there is a need for more transient slips and amenities at the many marinas. Arriving at destinations by boat is a long cherished tradition along the Bay. Cambridge has the only deep water port on the Eastern Shore which represents an opportunity for water-born tours.

Principal air service, for those coming longer distances as may happen with the Hyatt is through BWI, National and Dulles Airports, all on the Western Shore. The regional airport, Salisbury-Wicomico, is a commuter-service facility with 12 daily flights from Baltimore, Philadelphia and Washington Airports. It is about 30 minutes from Cambridge. There is a general aviation airport as well, the Cambridge Dorchester Municipal Airport, for private planes.

According to TravelScope data, in 2000, travelers to the Eastern Shore overwhelmingly came by car: 90.3 percent arrived by car or truck, 3.0 percent by camper, 3.0 percent by air, 1.6 percent by bus, and less than 1.0 percent by boat.

### Driving and Walking Tours

Experiencing much of the heritage can be done by driving and walking tours. The State, which has designated 31 Scenic Byways, includes the heritage area in three.

- The *Chesapeake Country Byway* traverses much of the Eastern Shore, starting at the C & D Canal and ending in Crisfield. It includes a side trip through Cambridge, a route down to Hoopersville and then north through Blackwater, and another side trip to Elliott. Each of the municipalities in the heritage area is included in the route.
- A second byway is the Underground Railroad Trail which provides a loop from Cambridge through Seward and Bucktown before going north along Route 16 through Caroline County and then crossing to Delaware.
- A small portion of the Atlantic to Appalachians driving tour, which crosses the state, goes through Hurlock.



There are several self-guided tours, defined in brochures for driving or walking, which link many of the resources together. These include:

- *Historic Walking Tour of Cambridge* prepared by the Dorchester County Department of Tourism links many historic buildings along two tours in the city. There is the High Street Tour, which begins at Long Wharf and proceeds down High Street along Poplar and back by Gay and Court Lane. The second is the Mill Street Tour, beginning at Mill and Water, to Locust, over High, Pine, Muir and Race. The tour reflects much of the history, significance, economic eras and culture of both the white and African-American communities over more than 300 years of European settlement.
- *Harriet Tubman and the African American Story in Dorchester County*, produced by the Tourism Department in association with the Harriet Tubman Organization, is a driving tour. It includes much of the county, marking 29 separate sites that have significance in African-American history, Harriet Tubman's life and the Civil Rights movement.
- *East New Market*, is a brochure that lists 27 buildings dating from the 18<sup>th</sup>, 19<sup>th</sup> and early 20<sup>th</sup> Century in this town which is listed in the National Register of Historic Places. The town contains almost all of the early colonial residences of its founders, and is essentially a cross-roads with a church standing at each entrance.
- *A Walking Tour of Vienna, Maryland* lists 22 sites and buildings in this historic town, one of the oldest settlements in the state, dating from the 17<sup>th</sup> Century. Included are the Custom's House, Tavern House and Ferry House – all prominent in Vienna's history as a port – and several elegant, restored 19<sup>th</sup> Century homes.
- *Welcome to Taylor's Island* is a brochure locating eight significant sites, by the Grace Foundation of Taylor's Island. It includes a museum, the first school in Dorchester County, and a cannon captured during the War of 1812.
- There is also a brochure, *The Dorchester County Museum Guide: A Passport to History*, published by the County Department of Tourism which links the several museums together.

## Scenic and Outdoor Links

Because of the flat terrain and the extensive waterways, the area is a prime area for biking, canoeing and kayaking. The Department of Tourism has prepared two guides:

- *Cycling Trails in Dorchester County* is a comprehensive and inclusive map of the entire county, with some areas enlarged for more detail. The map shows routes, mileage, food locations and parking.
- *Water Trails in Dorchester County* is a guide to canoe and kayak launches, boat ramps and other facilities. It describes the 23 boat ramps and seven locations for launching canoes and kayaks, together with comments on adjacent parking, food, and sanitary facilities, if any.

The Maryland Department of Natural Resources has targeted Dorchester County as a prime destination for boaters and paddlers who could enjoy exploring the many waterways and salt marshes and for hikers and bikers. Through its Greenways programs, DNR is supporting water and hiking trails. The County *Land Preservation and Recreation Plan* has identified several potential trails and greenways that could provide connections between major attractions like Sailwinds, Blackwater and its several historic communities. These are all supportive of bringing more outdoor and heritage oriented visitors.

- The DNR, through the Wildlife Division, Maryland Greenways Commission, and Office of Nature Tourism, has just published a *Fishing Bay Water Trail*, in partnership with the Tourism Department. This large scale map of the area details two trails, the Transquaking River Loop Trail and the Island Creek Trail. They have printed 50,000 copies for distribution.
- *The Fishing Bay Greenway* is the largest existing ecological greenway corridor on the Lower Eastern Shore, stretching from Taylor's Island WMA, through Blackwater to the southern end of Fishing Bay WMA.
- *The Nanticoke River Greenway* is partially established. Plans are underway to extend it to connect with the Marshyhope and beyond. Vienna has already purchased waterfront acreage and has plans to enhance the area as a nature center.
- *The Cambridge Waterfront Greenway* is partially completed from the Fishing Pier to the area in front of the Visitor Center, plans are to extend it to Cambridge Creek.

Other proposed Greenways, identified in the Dorchester County *Land Preservation and Recreation Plan* are:

- *Cambridge to Blackwater Pedestrian Path* is a potential recreational path to encourage Blackwater visitors to visit historic Cambridge.
- *Choptanks River Greenways* is a possible ecological link from Travers Wharf to Whitehall Creek, including Horn Point, Great Marsh Park and Long Wharf Park as well as lands under easement to MET and the Cambridge Country Club.
- *Choptank River Water Trail* is an existing route used by commercial and recreational boaters from Cambridge to Secretary. There is potential to tie this north to the Tuckahoe.
- *East New Market-Secretary-Hurlock Rail Trail* is a potential trail linking historic East New Market with Secretary Park and Hurlock Recreational Complex. It could go west to Cambridge and north to Caroline County and Federalsburg.
- *Hurlock Rail Trail* could run along an inactive rail corridor between Hurlock and the Connectiv power plant. It could be extended east to Salisbury via Vienna.
- *East New Market / Hurlock Loop* is a possible connection along roads in northern Dorchester County, going north to Suicide Bridge and north and east to Hurlock.
- *Marshyhope Creek Greenway* has potential to tie into the Nanticoke and extend north into Caroline County.

These Greenways, whether traversed by hiking, biking or by water all can be elements in weaving the rich resources together – the historic sites, the wildlife habitats, the marshes, the waterfront communities.

The development of trails also requires accompanying support facilities, signage and services. At this time, many existing trails are not well marked. Sanitation facilities are sparse. Public funding and staff to maintain trails are constrained. Outfitters and guide services are limited. Building and promoting trails must be accompanied by increased support and amenities.

## National and Regional Initiatives

The next section will discuss the many governmental and non-profit organizations and agencies that are involved in heritage tourism in the Heart of Chesapeake Country Heritage Area. Local governments and the many devoted non-profit groups will be providing the leadership and initiative to implement the plan. These will work together and independently to enhance museums, landscape sites, stimulate economic development and provide services.

This area is especially fortunate, however, to have major national and regional heritage tourism initiatives that can provide additional opportunities. Linkages with these programs can increase the recognition, support and financial resources available for implementing the plan. The heritage area, as a whole, or individual institutions, can work with these programs.

The National Park Service has established the *Chesapeake Bay Gateways Network*, which is a system of parks, refuges, museums, historic communities, and water trails in the Bay watershed. Managed by various public and private organizations, these sites each convey part of the story about the Bay. Together, they are a magnificent resource for understanding, experiencing and preserving the Bay. The water, places, people, and wildlife are interdependent. Each gateway is a special place, to enjoy, educate, inspire, play and protect. Sailwinds Visitor Center has been designated as a regional information center, Blackwater National Wildlife Refuge is a gateway, and the Choptank and Tuckahoe River Water Trail is a developing trail. The Richardson Maritime Museum and Nathan of Dorchester have recently been added as gateways.

The National Park Service has a special program to recognize and celebrate *The Underground Railroad*, the informal network that worked to help African Americans escape from slavery in the United States. Numerous routes developed, many places provided safe passage, many heroic people were involved. The NPS is working to establish some key sites, attractions and interpretations and to preserve and recognize this part of our nation's heritage. Dorchester County, the birthplace of Harriet Tubman, and a major railroad location, is uniquely situated to participate in developing this program. There has been discussion about the NPS acquiring her birthplace, the Brodess Plantation, where an archeological exploration is underway. A Special Resource Study is now underway to identify sites related to Harriet Tubman in Upstate New York and Maryland.

There also is discussion about establishing a National Heritage Area in Maryland's Eastern Shore, which could include some or all of the Heart of Chesapeake Country Heritage Area in a regional alliance, which would combine the richness of the larger region.

## ***10.0 Leadership and Organization***

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There are many organizations and individuals who contribute to heritage, tourism, economic development and preservation in the Heart of Chesapeake Country Heritage Area. They have been involved in the work that preceded and prepared this plan and in creating partnerships in the past. Implementing the plan will require the continued involvement of the many governments, tourism operators, non-profit organizations and individuals. This section provides an overview of those who have been and can be involved. In the plan, a management structure must be created to oversee the implementation. But many of the projects and programs will be carried out by partners.

### **Management of the Planning**

The heritage planning has been spearheaded by the Dorchester County Department of Tourism and its Directors from its initiation in 1996. The Dorchester County Commissioners have provided most of the support, with assistance from the City of Cambridge, and matching grants for the recognition and certification process from the Maryland Heritage Areas Authority. But the planning would not have been possible without wide-spread participation from several steering committees created to guide the many steps and parts of the six-year process.

The Department of Tourism has operated with a modest budget. It has led the planning in addition to carrying out its program of marketing tourism and operating the Sailwinds Visitor Center. It has had a modest operating budget of about \$250,000 annually, exclusive of state grants. Its FY '00-'01 advertising budget was \$58,600. It works closely with partners to carry out its program.

Volunteers have been the heart of the heritage activities in the area. The interest and support for preserving and celebrating the history of the area is extraordinary. The concern for the resources, as typified by the Friends of Blackwater, is remarkable.

### **Local Government**

The major role of implementation will rest with local governments – the county and municipalities in the area. For Dorchester County, it is not only the support of the Department of Tourism, but of many other units of government. The County Commissioners will continue to provide the leadership. Planning and Zoning will need to enforce zoning ordinances to protect resources. Economic Development will direct public support for new investment.

The municipalities, as the centers of the communities, will be the principal sites for rehabilitation, renewal and redevelopment. The mayors and their councils or commissions provide strategic direction. Cambridge, as the county seat, center of commerce, and port, has an important role to play. In return, the plan can increase the financial support available for capital improvements and investment in both the public and private sectors.

Each of the towns can add to the heritage attraction of the area as a center for interpreting the stories, understanding the resources and appreciating the history. In return, they can provide more amenities for their residents and visitors. Each town can benefit from support for the plan and must adopt it as their own. They will need to commit financial resources to the program. As shown in Section 7.0, they have already undertaken activities supportive of the plan.

### **Non-Profit Organizations**

The overwhelming majority of the historic venues and museums are privately owned and operated. This is testimony to the capacity of many small groups of volunteers to provide significant resources. Appendix B lists the many historic sites and buildings in the heritage area. The museums, discussed earlier, are included in Appendix A, which identifies the organizations that manage them. Historic societies have been major champions of the heritage planning and participants in providing attractions. Other citizen and non-profit organizations direct festivals, events and community associations.

The plan can increase the support, both financial and services, to many of these organizations. Through the plan, they can qualify for development assistance.

## **Maryland State Government**

One important player in the heritage area plan and its eventual implementation is state government. Although the lead agency is the Maryland Heritage Areas Authority, money and state programs coming from a variety of other agencies will be very significant in implementing the plan. In many ways, the plan will help increase access to funds and programs in addition to MHAA and improve coordination.

The MHAA is a 17-member board representing the Governor, state departments, the legislature and public interest groups. It is the group which must “certify” the plan and then approve requests for planning and for capital projects from its funds. It has been allocated one million dollars annually from the state transfer tax for projects. In addition, it can issue revenue bonds to support development. It is staffed by the Historical and Cultural Division of the Department of Housing and Community Development. (DHCD).

The Division, which includes the Maryland Historical Trust, has a large number of programs offering assistance to heritage preservation and tourism. It has a Historic Preservation Grant Fund, Loan Program and Museum Assistance Program, among others.

Many state agencies already play a major role in assisting the area. The Department of Natural Resources (DNR) operates wildlife areas, state licensing for hunting and fishing, the Greenways Program, Program Open Space, the Choptank Fishing Pier, Rural Legacy, Maryland Environmental Trust and Office of Nature Tourism, which seeks to facilitate access and use of state lands for sports and recreation.

DHCD has a variety of housing and community development programs including the Community Legacy Program, Community Development Block Grant, Main Street and many others. These are more liberally funded than the MHAA. Infrastructure funds are available from the Department of the Environment (DOE) and Department of Transportation (DOT). Transportation is providing funds for landscaping, signage, and road improvements. Resources from Tea-21 are made available for “enhancements” which include tourism.

The Department of Business and Economic Development (DBED) houses the Office of Tourism Development, which has a major initiative to promote heritage tourism. However, DBED also has many economic development programs.

The Center for Environmental Science, at the University of Maryland has the Horn Point Laboratory, a major center for educating both graduate students and K-12 students and teachers. It can play an increased role in serving special market segments, like eco-tourists.

The state heritage program requires that state government agencies must provide broad support to heritage areas. They must also assure that their actions are consistent with the approved management plan. An approved management plan will justify increased state aid to Dorchester County and its municipalities in many existing programs.

## National Organizations

There are numerous national organizations that are involved in heritage tourism. Some are already playing a role in the Heart of Chesapeake Country Heritage Area. Many more could participate, but it will be the responsibility of the local governments and non-profits to reach out and understand the resources that these might offer.

The federal government is already playing a major role in heritage tourism with the Blackwater National Wildlife refuge. It will be important to support an increased role for the facility in the future. The potential role of the National Park Service is outstanding. It is already operating the Chesapeake Gateways program. The possibility exists for direct involvement with developing an attraction in association with the Underground Railroad. The area also could become part of a National Heritage Area.

One national group, *Partners in Tourism: Culture and Commerce* is a coalition that includes cultural service organizations, the travel industry and federal agencies with the common goal of advancing culture and heritage in travel and tourism. It includes many potential partners for implementing a heritage management plan. The purpose is to develop sustainable places that educate, elevate and entertain the visitor. The group was formed primarily at the initiative of the Travel Industry Association of America (TIA) and American Association of Museums (AAM). The participants can bring research, resources and consulting services to heritage tourism. Participants include:

- Alliance of National Heritage Areas
- American Association of Museums
- Americans for the Arts
- Cultural Tourism Alliance
- Federation of State Humanities Council
- National Assembly of State Arts Agencies
- National Association of African American Heritage Preservation
- National Conference of State Historic Preservation Officers
- National Geographic Society
- National Trust for Historic Preservation
- Travel Industry Association of America – Tourism Works for America

Federal Corresponding Partners are:

Advisory Council on Historic Preservation  
National Endowment for the Arts  
National Endowment for the Humanities  
Institute of Museum and Library Services  
President's Committee on the Arts and Humanities  
U.S. Department of Agriculture  
U.S. Department of Interior

Each of these represents a potential partner. One of these groups, the American Association of Museums, is noted for providing assessments for museums.. A recent article in Museum News, the publication of the AAM is titled, "In Praise of the Small Museum." It describes how a visit to a small museum can be an indescribably rich experience. There are interesting, unexplored museums suitable for a family outing, just a car ride away. It notes that the overwhelming majority of museums in the U.S. are small, however defined. If we added up all the collections in the country, the vast majority of artifacts would be found in small museums. It quotes one expert who says, "If we don't help our small museums, we're literally risking the fabric of our own heritage." The AAM can help.

This is by no means an exhaustive list of the many organizations that can provide support to heritage organizations and tourism. There are national and local foundations, professional organizations, environmental groups and many others. However, the key commitments, financial and other, to implement the plan must be made by the local governments and local non-profits with the assistance of the local heritage program.



## Principal Organizations in Heritage Area

Table 10A presents a list of the principal organizations that are part of heritage tourism in The Heart of Chesapeake County Heritage Area.

<b>Table 10A: Principal Organizations in Heritage Tourism Country Heritage</b>	<b>The Heart of Chesapeake</b>
<b>Local Government</b>	
Dorchester County Department of Tourism City of Cambridge Town of Church Creek Town of East New Market Town of Hurlock Town of Secretary Town of Vienna	
<b>State Government</b>	
Maryland Heritage Areas Authority Department of Natural Resources Department of Housing and Community Development Historical and Cultural Programs Department of the Environment Department of Transportation Department of Business and Economic Development Office of Tourism Development Center for Environmental Science, University of Maryland	
<b>Federal Government</b>	
U.S. Fish and Wildlife Service Blackwater National Wildlife Refuge National Park Service	
<b>Non-Profit Organizations</b>	
Association for the Revitalization of Cambridge Brannock Maritime Museum Dorchester County Historical Society Dorchester Heritage Museum Dorchester Skipjack Committee, Inc. East New Market Historic Preservation Commission Friends of Blackwater NWR Friends of Stanley Institute Grace Foundation of Taylor's Island Grand National Waterfowl Association Harriet Tubman Organization Historic Cambridge, Inc. Nause Waiwash Band of Indians Richardson Maritime Museum Pine Street Committee Sailwinds Park, Inc. South Dorchester Folk Museum, Inc. Spocott Windmill Foundation, Inc. Vienna Heritage Committee West End Citizens Association	

## **11.0 Tourism Trends**

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The potential for growth in tourism in the Heart of Chesapeake Country Heritage Area is exceptional. The resulting economic impact will be very beneficial. The heritage resources present an opportunity to increase visitation at existing and enhanced attractions. The Hyatt Resort will provide an initial market of visitors to support the attractions. However, the market can extend well beyond the Hyatt Resort impact as the resources establish themselves as stronger destinations.

### **Growth of Tourism**

In the five years between 1994 and 1999, tourism expenditures in Maryland and on the Eastern Shore grew at an annual rate of about 7.5 percent. This is from data, *The Economic Impact of Travel on Maryland Counties, 1994, 1999*, by the U.S. Travel Data Center of the Travel Industry Association of America (TIA). Details of this are in Section 3.0 of this report.

In time, Dorchester County can expect to grow at a rate at least equivalent to the state and the Shore. With the opening of the Hyatt, the initial growth will be much greater, as the resort is increasing hotel rooms in the county by 165 percent. The Hyatt announced that it will hire initially 300 people. The increased tourism spending, in addition, could generate 550 to 750 more jobs throughout the area. How much the increased spending and jobs benefit Dorchester County will depend, in part, on how the community responds to enhance and promote its tourism resources. The heritage tourism plan can be a major asset in achieving these potential benefits by guiding the tourism development.

Maryland tourism has been growing at a faster rate than the U.S. as a whole, which experienced an annual increase in expenditures between 1994-1999 of 5.8 percent, according to TIA. Overall, tourism represents 5.6 percent of the nation's GDP. After health services and business services, travel and tourism is the third largest private employer in the country. Tourism employment presents additional diversity of employment for the community.

There has been a weakening in the tourism industry because of the slowdown in the economy and impact of September 11, 2001. However, domestic tourism destinations within driving distance are expected to gain an increased share of travel. Dorchester County has access to the Baltimore-Washington market, the fourth largest in the country. According to surveys done for this study, 35.3 percent of visitors to Dorchester come from the Baltimore-Washington area now; another 14.6 percent are from the Eastern Shore.

### **Markets for Tourism**

There are two principal markets for tourism that are appropriate for the resources within the Heart of Chesapeake Country Heritage Area – (1) Historic and Cultural Tourism and (2) Eco and Adventure Tourism. Both are markets receiving increasing recognition. In 1997, TIA through its *TravelScope*, presented initial findings on *Travelers Who Participate in Historic and Cultural Activities*. This was updated in 2001. These activities include visiting an historic site or building, going to a museum, or experiencing a cultural event, such as a performance, festival, poetry reading or concert. According to the recent survey, in the last year, 45 percent of all U.S. adults participated in a historic and/or cultural event while traveling. Of those who travel, 65 percent participated. These trips represented 21 percent of all person trips.

These trips were especially important because these travelers stay longer, extend their travel, spend more money and are more likely to stay in paid accommodations (hotels, motels) than the universe of all travelers.

Eco and adventure tourists also represent a very large and important market. Within a five year period, one half of all U.S. adults took an adventure vacation. There is soft adventure, the most popular, which includes activities like camping, sightseeing, hiking, biking and hard adventure which is more rigorous. Both aspects are increasing and attracting more investment, accommodations, and participants.

There are developing niche markets. African American tourism is growing as attractions, events and destinations increase. Agritourism is less well known but increasing as farm museums, living history, corporate attractions (like Copia: the American Center for Wine, Food and the Arts; or John Deere Commons) and farm vacations are being established. One of the more recent markets is for American Indian attractions and events. Increasingly, tribes are holding pow-wows, building cultural centers and staging events. There is an annual Trail of Tears motorcycle ride that now attracts 100,000 participants beginning in Tennessee and Alabama and proceeding along the fateful route.

The tourism trends and the markets are very supportive of heritage tourism in Dorchester County.



*Cambridge Municipal Yacht Basin*

## 12.0 Challenges and Issues

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In creating a plan for the Heart of Chesapeake Heritage Area, there are several overall challenges that need to be addressed. They are critical to successfully drawing and implementing a heritage tourism strategy. These are summarized here, although many have been alluded to throughout the report.

- **Shepherding Fiscal Resources** – It is imperative that the plan allocate resources carefully. The county and municipalities have limited budgets. Public investments must be carefully identified and assessed for feasibility and impact. The capital projects identified must be realistic and achievable, respecting the financial resources available.
- **Improving Access to Attractions** – One of the major issues in the area is difficulty in finding attractions because of poor signage, absence of on site interpretation, limited or variable opening times, or lack of information about their existence. Improving visitor’s knowledge and ability to experience the attraction is an important strategy.
- **Increasing Public Spaces** – Although there are vast amounts of publicly owned land, primarily in the south and marshy areas of the county, there is often limited public open space in the more developed areas. More public access to the waterfronts of the city and towns is desirable. Even providing some scenic overlooks in the rural areas would increase the ability of residents and visitors to enjoy the landscapes.
- **Welcoming Tourism** – There is apprehension by some residents in small communities concerned about the impact of tourism on their quality of life. A few have expressed worry about additional traffic, or threats to their traditional activities. This could create resistance to elements in the plan if the benefits of tourism are not understood and promoted. Well managed tourism will bring positive benefits.
- **Helping Business Development** – Many elements in the plan will require individual investment and development of tourism services by businesses. There is need to help entrepreneurs recognize opportunities, open businesses and embark on new ventures that are unfamiliar to their former occupations.
- **Uniqueness** – Although the area has many outstanding resources, some heritages are shared by neighbors on the Eastern Shore. Other communities may have competing events, museums, shopping areas. It is important to recognize what is truly unique about this area. This plan emphasizes those characteristics.
- **Bringing the Community Together** – In the past, there have been divisions within the community. Heritage tourism is an opportunity for the community to work together. The resulting economic growth will be beneficial to all. Cooperation has created the plan and will implement it. Maintaining partnerships is critical to the plan.
- **Building on Strengths** – In developing heritage tourism, is important to recognize the area’s strengths, uniqueness and opportunities. These are the foundations for the future. This plan is an opportunity to take the heritage resources – the history, the places, the traditions, the natural resources – and elevate them into daily consciousness and use while safeguarding them for the future.

## Developing Strategies

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13.0 Strategies for Enhancing Heritage Resources

14.0 Strategies for Achieving Optimum Visitation

15.0 Strategies for Linkages

16.0 Strategies for Compatible Economic Development

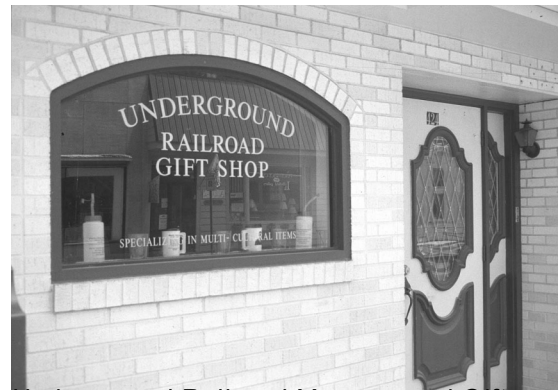
17.0 Strategies for Stewardship

18.0 Management, Coordination, Evaluation

19.0 Boundaries, Target Investment Zones and Certified Heritage Structures



*Taylor's Island General Store*



*Underground Railroad Museum and Gift*



*Future Museum Site*



*Blackwater Program*



## ***13.0 Strategies for Enhancing Heritage Resources***

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The strategies for the management plan are the general directions that should be pursued in the heritage area to increase tourism based on the resources. This plan includes recommendations for enhancing heritage resources, achieving optimum visitation, linkages, compatible economic development and stewardship. The strategies are interrelated although presented within the categories noted above. Implementation will require additional planning and programming.

The heritage resources include the historic sites and structures, museums, landscapes and natural environment of the community. They are the many stories of the community's past, including those of famous citizens and of everyday residents. Heritage includes the culture, crafts, cuisine, way of life, traditions, events, the vernacular and the extraordinary.

In this section, enhancing the resources means strengthening them as tourism attractions, including improving access, interpretation, and visitor appeal. Strategies for preservation are discussed under stewardship. In some cases, new facilities should be developed to create better destination attractions.

The strategies to enhance the resources must be realistic, feasible, financially achievable and able to be accomplished within a relatively short time. The state plan suggests a five-year time frame. Many of the strategies will require product development, additional planning and significant cooperation among participants.

The assessment determined that the museums are, for the most part, small, underfunded, open at limited times and dependent upon volunteers. Many of the historic sites and architecture have limited access, little interpretation and poor signage. The natural resources have few marked trails, guided tours, available access and public accommodations. Significant stories are there to be told, but not yet presented. Many sites deserve more recognition. Scenes need to be savored.

***Strategy #1: Creating Scenic Overlooks:*** *In order to appreciate the landscape, flora and fauna, the heritage program should champion creation of a series of strategically placed scenic overlooks or pull-offs, some in the marshes, some on the waterfront, so sightseers can stop and view the area. The sites can include interpretive exhibits and guides.*

Although the landscape is magnificent, and the waterfront superb, there are few places where drivers or bikers can safely pull over and stop to observe the area. There are few public places along the waterfront, especially along the Choptank. Creating a few such sites will enhance the opportunity to enjoy the beautiful natural resources.

***Strategy #2: Strengthening Museums:*** *The individual museums should be encouraged to undertake an assessment of their operations and develop a plan for their future.*

The American Association of Museums, among others, has programs to assist museums. One is an assessment program that enables institutions to evaluate what they are doing and determine how they might strengthen their programs. It includes self-study, peer review and implementation. Its costs are modest and include receiving expert advice. The State of Maryland, within the Historical and Cultural Division of DHCD, has a Museum Assistance Program, as well. This provides services, technical assistance and financial aid for development, mini-grants and consultants. The museums should be encouraged to participate in programs like these. The modest costs required could be supplied through the heritage program.

The heritage program could develop workshops to encourage the museums, arrange training and provide information about available funding.

**Strategy #3: *Providing On-site Interpretation:*** *The heritage program should promote development of small public spaces and interpretive exhibits at selected historic sites to provide information to visitors.*

Many of the historic sites and significant architecture, while noted in walking guides, are not identified or interpreted on site. In some cases, there are few parking areas and public places for experiencing the resources. The program should include developing a plan for acquiring in fee or with easements small public areas and providing maps and/or exhibits describing the resources at select historic sites. The areas should include landscaping, seating and ready access to the resources. In East New Market, for example, where there is little public parking and signage, an area to orient the visitors would significantly enhance appreciation of the town, on the National Register. At least one area could be provided in each town and a few could be located in waterfront communities. Wayside interpretation at Andrews could recognize the American Indians.

**Strategy #4: *Supporting New and Improved Attractions:*** *The heritage program should support projects that will add to the attractions of the area. These include the proposed visitor center addition at Blackwater, the proposed new maritime project with the Richardson Maritime Museum and Nathan of Dorchester and the Nause Waiwash Band development of interpretation at Hughes Chapel.*

There are some projects that have already been proposed that, when completed, will significantly enhance the existing heritage resources. The plan should support initiatives that are complementary to the goals of the program. These are projects that establish stronger destination attractions. The heritage program can help identify funding, for example.

**Strategy #5: *Pursuing an Underground Railroad Venue:*** *Working in partnership with the National Park Service and the Harriet Tubman Organization, the heritage program should pursue the development of a museum or interpretive center to tell the story of Harriet Tubman.*

Harriet Tubman's birthplace is unique to Dorchester County. There are few structures or buildings to tell her story. Her legacy argues for a major destination in the county to commemorate and celebrate her work. It has the potential to be a very significant tourism attraction. The NPS has a study underway to identify possible projects such as this.

**Strategy #6: *Telling the Stories with Videos:*** *The heritage program, working with partners, should produce one or more videos about significant stories of the area. These could include videos about the Underground Railroad, the American Indians and the fishing industry, for example.*

The stories of the heritage of the area need telling. In many cases, there are few remaining physical reminders of significant heritage. While Living History presentations can provide interpretation, it is often not feasible to stage reenactments on a regular basis. Videotaping reenactments of stories, such as a "trip" on the Underground Railroad, would be compelling ways to convey the essence of the area's significant heritage. These could be shown at the visitor centers, museums, or other selected locations to encourage exploration or interpret a site. Other videos



might capture celebrations of the American Indians or today's commercial fishing and seafood industry.

**Strategy #7: Promoting Unique Events:** *The program should include developing support for and/or promoting two or three unique events that will draw outsiders to experience the heritage of the area.*

Although the area has numerous events, most attract residents, not tourists. There are events, or the potential for events, that offer a unique experience such as celebrating Harriet Tubman, the Nause Waiwash Band of Indians festival or local traditional craft shows. The promotion of events that can draw outsiders will require funds for planning, development and marketing in association with selected partners.



*Antique Airplanes Fly-In*

## ***14.0 Strategies for Achieving Maximum Visitation***

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Optimum visitation is not just a question of increasing numbers. Optimum visitation is that which is sustainable, benefits residents, supports and protects resources. Optimum visitation does not overwhelm the infrastructure, but is welcomed in the community. It provides income, helps develop services that can be shared with residents, and encourages investment.

The most prized visitors are usually those who stay overnight in paid accommodations because they spend the most money in the community. Having accommodations is a very necessary part of benefiting from tourists.

The potential markets for the heritage area are strong and well defined. These are shown from the surveys done for this plan and summarized in Appendix C and from national studies of historic and cultural travelers and eco and adventure travelers. These include the primary market of the Baltimore-Washington Metropolitan Area, which is within easy driving distances and a secondary market of the Northeast United States.

Implementation of the plan will result in an increase in tourism, essentially from three sources. One source is from those visitors already traveling through the area who can be induced to stay and experience the resources. The second source of increase will be those drawn by destination attractions that are newly created or strengthened through the plan. The third source will be from the Hyatt Regency guests.

The strategies here include developing packaged activities and services to bring the tourist to the attractions, increased marketing and programs to educate visitors.

***Strategy #1: Developing Visitor Services and Programs:*** *The heritage program should encourage and provide support for the development of programs and services like packaged tours, guiding and outfitting on a continuing basis.*

Some of the major tourism needs in the area are for guided tours, packaged outdoor activities and equipment outfitting. Most of these will be provided by entrepreneurs and organizations. Many will require start up and capital investments. Several potential entrepreneurs and providers have commented that they would like help in starting up businesses and services to help tourists. They need training, access to money and marketing support. The heritage program could identify opportunities and assist in establishing the services through short courses, workshops or seminars for small businesses. These could be utilize the Small Business Administration, Chesapeake College or existing state programs. Special loan programs for start-ups could be created through the program. Cooperative marketing and booking services could be established.

Opportunities for guided tours include those featuring the American Indians, waterfront communities, agricultural life and wildlife safaris. Services include boat and bicycle rentals.

***Strategy #2: Creating a Marketing Coalition:*** *The Dorchester County Department of Tourism, should explore establishing a shared marketing program with stakeholders.*

The area has limited funds for marketing, although the Hyatt will significantly increase the area's visibility and advertising. A coalition of stakeholders could take turns either accompanying or replacing the county department at trade shows, marketplaces, and

travel expos. Any representative participating would be responsible for marketing the entire area.

**Strategy #3: *Considering Concessions at Blackwater:*** *The Friends of Blackwater and the Fish and Wildlife Service should investigate and consider allowing concessions at Blackwater that could provide guided tours, rentals and other services.*

The Fish and Wildlife Service and the National Park Service have programs for concessionaires - private businesses that can provide commercial services at public facilities. These could include outfitters, boat tours, canoe and kayak rentals, and food service, for example. It would expand activities for visitors and create business opportunities for local residents. The Friends could undertake these activities and/or solicit private providers.

**Strategy #4: *Establishing an Outdoor School:*** *The heritage program should pursue the establishment of an outdoor school that would offer camps, programs and training in eco and adventure tourism.*

There are many examples of outdoor schools that introduce people to bird watching, kayaking, canoeing, fishing, photography and other nature based experiences. Programs can be for a day, a weekend, a week; for adults, families, children, teachers; for groups or individuals. The best known programs are L. L. Bean's Outdoor Discovery Schools and Audubon Ecology Camps and Workshops. The school might be based on or adjacent to public land. It would create a major new attraction that is based on the natural resources of the heritage area.

**Strategy #5: *Expanding Services at Sailwinds Visitor Center:*** *The Dorchester County Department of Tourism should create additional services at the Visitor Center, to include reservation and booking assistance.*

At some visitor centers, it is possible for tourists to book accommodations, make tour reservations, or even begin a guided tour. Sailwinds, staffed by Dorchester County Department of Tourism, operates with limited resources. However, if tourists could access an activity or experience in the county directly, while at the center, it could increase visitation and overnight stays. One alternative might be to provide direct phone lines to participating stakeholders.

## **15.0 Strategies for Linkages**

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Creating linkages in tourism helps to establish and strengthen images of destinations, attractions and activities. Linkages can be both physical and organizational. Destinations usually must have a critical mass of attractions to draw visitors. Places and activities linked together reinforce other places and activities.

Most tourism travel is not strictly linear, where visitors follow a set route from place to place. Rather, they may learn that there are several attractions near one another and can expect to have a choice when they arrive. In addition, there are trails for outdoor activities like canoeing and biking, walking tours of significant historic areas and scenic driving tours for experiencing the overall landscape. In either case, linkages are important for tourism.

As noted earlier, in Section 9.0, there are walking tours, biking and water trails, and driving tours of the area. There are Greenways partially established and proposed. There are linkages both within and outside of the heritage area. The outside linkages include the scenic highway tours, Chesapeake Bay Gateways program and the Underground Railroad Network to Freedom Initiative of the National Park Service. There are opportunities to strengthen existing and create new linkages.

This plan is not emphasizing the creation of new trails but rather the improvement and increased attention to the existing and planned trails. The existing trails are not well identified and often lack adequate signage, interpretation and public accommodations. This plan focuses on improving access and services for tourists to enhance the trail experience.

**Strategy #1: Improving Signage and Wayfinding:** *The heritage program, in partnership with State Highways and others, should create a signage and wayfinding system that improves the existing system and identifies significant heritage sites.*

Many road and street signs are absent. Many sites, like boat ramps, are unmarked. Buildings, some noted in tour brochures, are often unidentified at their location. A coordinated system of directional and venue signs and symbols could greatly enhance the experiences in the heritage area. Boat ramps, scenic overlooks, public parking, public promenades and significant sites should be linked with common and coordinated signage.

**Strategy #2: Creating a Picture Map:** *The heritage program and the Dorchester County Department of Tourism should combine to design a map which graphically illustrates the several venues, trails and scenic opportunities in the area.*

There is currently no single map which illustrates the many tourism opportunities in the area. This map, together with the enhanced signage, could improve access and interest in heritage sites. (If funded with the aid of MHAA, any collateral materials must bear the logo of the state program.)

**Strategy #3: Working with the Hyatt:** *The heritage program, in partnership with others, should encourage the preparation of tourism packages to serve the Hyatt.*

The people coming to the Hyatt represent a ready market for tourism experiences that go beyond the resort site. The heritage program should help identify opportunities, vendors, entrepreneurs and packages to market to the resort. The Hyatt may prefer working with a limited number of vendors who are certified or screened in some way prior to being promoted by the hotel.

**Strategy #4: Adding Exhibits at Sailwinds:** *The visitor center at Sailwinds should add permanent exhibits, seating and a viewing area for showing videos about the area.*

The visitor center today, while staffed with capable and helpful aides, does not have many exhibits or audio-visual shows that tell the stories about the county and its heritage. It is primarily an area filled with brochures. Tourism would benefit from additional displays and program information about the county located here.

**Strategy #5: Strengthening Ties to Other Tourism Programs:** *The heritage program should reinforce its ties to other, related tourism programs, assuring maximum communication, cooperation and benefits for the heritage area. It should encourage stakeholders to participate in regional, state and national programs, as well. These include other Eastern Shore heritage areas, the National Park Service Chesapeake Bay Gateways, the NPS Underground Railroad Initiative and Maryland Department of Natural Resources Nature Tourism Program.*

Attractions within the Heart of Chesapeake Country Heritage Area are allied with existing state and federal programs. The area can benefit from these relationships. The Upper and Lower Eastern Shores both have state heritage areas. This area can benefit from working with them to more clearly develop an image for tourists. There is discussion about creating an Eastern Shore National Heritage Area, which would then receive federal funds and support.

The National Park Service is reported to be considering/negotiating to buy the Brodess Plantation, where Harriet Tubman was born and an archaeological dig is underway. There is the possibility of an interpretive center here.

Four venues, the Sailwinds Visitor Center, Blackwater National Wildlife Refuge, Richardson Maritime Museum and Nathan of Dorchester are designated under the Chesapeake Bay Gateways program. More venues could be added and should be encouraged to do so.

Development of programs under DNR's Nature Tourism Program is possible. This program licenses private operators to use state lands for guiding, tours, etc. The program has helped develop the Fishing Bay Water Trail. However, there is a need for services, signage and public accommodations to accompany the trails developed.

Working with other programs will bring additional resources into the area and facilitate the visibility and growth of tourism.

## ***16.0 Strategies for Compatible Economic Development***

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Heritage tourism will bring a market to the area which can significantly increase the opportunities for retail, restaurants and entertainment. New money brought into the community, through tourism, multiplies as tourism expenditures become salaries and payments to businesses. These, in turn generate additional spending.

The additional economic benefits can be stimuli for important community development and redevelopment. The planning and implementation of this development can be assisted by MHAA funds, or state programs like the Community Development Block Grant, Community Legacy and others.

The Target Investment Zones, discussed in the next section, will be the principal locations for new investment. The implementation of the plans and projects in these areas are a major part of economic development. These are discussed in subsequent sections of this plan.

***Strategy #1: Supporting General Stores, Private Investment and Redevelopment:*** *Development and redevelopment in the small communities should be encouraged. Private businesses like the general stores should be encouraged to rehabilitate, expand or refurbish to serve a tourist clientele. New and renovated restaurants, bed and breakfasts, craft and gift shops and other business development should be supported. Small communities should be refurbished.*

Developing and redeveloping the small communities are important activities and opportunities in support of tourism. The general stores represent a wonderful asset for the communities where they are located and to those who find them while passing through. They can provide goods and services that reflect the culture and heritage of the area, including food, social life and general merchandise. Other businesses like restaurants, bed and breakfasts, craft shops, farmers markets and antique stores also represent opportunities to showcase the culture, crafts and cuisine of the community. Much of this investment could qualify for the rehabilitation tax credit if the structures are designated Certified Heritage Structures.

***Strategy #2: Preparing a Coordinated Redevelopment Plan for Cambridge:*** *Cambridge is the community best able to provide the shopping, dining and entertainment for visitors. A priority for the city and heritage area should be an inclusive renewal and design plan for the heart of the city, including Sailwinds, Cambridge Creek and Downtown.*

Cambridge has embarked on several major redevelopment schemes in recent years, focused on Cambridge Creek, Downtown and Sailwinds. However, funding for development has been limited. Altogether, these precincts can facilitate major investment in the city and contribute to attracting tourists. The heritage program should assist the City in finding money to support the planning and redevelopment. Other than water and sewer funds, Cambridge has received few grants in recent years. The city is considering reapplication for the Maryland Main Street Program.

***Strategy #3: Building Public Spaces and Accommodations:*** *The heritage program should support the acquisition, landscaping and creation of public places throughout the community for on-site interpretation, scenic overlooks and public accommodations.*

This is compatible with earlier strategies of providing scenic overlooks and on-site interpretation. These spaces can be pursued using Program Open Space and other programs. Suggested projects could be in Vienna, East New Market, Church Creek,



Hurlock and Secretary as well as Taylor's Island, Hooper Island, Elliott Island, Andrews and within Blackwater. Currently proposed TIZs, or those designated later, will include many of these kinds of projects, but they need not be limited to TIZs. Throughout the heritage area, there are needs for on-site interpretation, public parking and public restrooms (especially in remote locations.) The creation of small vest pocket parks and other open space will add significant amenities throughout the area.

**Strategy #4: Establishing a Rehab Loan Program:** *The heritage program could encourage establishing a modest loan program which would make limited loans, up to \$5,000 or \$10,000 for rehabilitation of qualified properties.*

Given the modest financial circumstances of many residents, a loan program that could be disbursed easily and reimbursed after people received tax rebates would facilitate rehabilitation of historic properties.

**Strategy #5: Completing Sailwinds:** *The several owners and stakeholders in Sailwinds should form a coalition and sponsor a unified plan for the total Sailwinds site.*

As discussed earlier, Sailwinds remains in multiple ownership. Originally conceived as a tourism attraction, development of the site has languished. To date, there is not consensus about completion, with some wanting continued community use and others promoting commercial development. The deep water port and open waterfront present a unique site in the community. It can serve both residents and visitors if properly designed and developed. It should be planned as a unit, however.



*Cambridge High Street*



## ***17.0 Strategies for Stewardship***

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Although land preservation has been significant in Dorchester County, historic restoration and preservation has been less apparent. In many ways, the entire plan is a strategy for stewardship because it adds to the understanding and appreciation of the resources. Resources are the basis of heritage tourism. Their preservation through stewardship is essential to the plan.

***Strategy #1: Supporting Preservation Programs in Dorchester County:*** *The local governments should be encouraged to undertake preservation planning and to enact programs to support historic protection and rehabilitation.*

Dorchester County has undertaken preparation of a County Preservation Plan, which may be complete before certification of the heritage area. This plan will enable the county to develop the guides and controls it needs for historic preservation as well as identify any threatened properties. It should be compatible with the goals and implementation of the heritage plan. The municipalities should be encouraged to undertake similar studies and adopt complementary programs. Cambridge is considering working to become a Certified Local Government. No jurisdiction currently has a Local Rehabilitation Tax Credit, which freezes property assessment for ten years after substantial rehabilitation or provides an offset for property taxes of up to ten percent of rehab costs (or does both). The heritage program can provide education about the benefits of these programs and encourage their adoption.

***Strategy #2: Undertaking a Land Inventory:*** *The heritage area should promote undertaking an inventory of developed land to identify any threatened areas.*

Although there is much preserved land and publicly owned land, there is need for a comprehensive inventory of developed land. Much of the current residential development is occurring around the waterfront and may be threatening resources or environmentally fragile areas.

***Strategy #3: Preserving Culture with Oral History:*** *The heritage program should sponsor a program of oral history to record the stories of commercial fishermen, boat builders, farmers, African Americans, American Indians and others who remember earlier times or have unique cultures to share.*

There are stories that are not told with places, buildings and even artifacts. This history should be recorded and preserved. It could become a library available for use at several venues around the county.

**Strategy #4: Preparing a Preservation Primer:** *The heritage program should develop a guide that explains the state historic rehabilitation tax credit and the process for using it.*

According to available records, there has been little use of the state historic rehab tax credit in the county. Advocates report that there has been little response to efforts to explain it. A published primer made available to the community may encourage people to take advantage of it and rehab their properties. The certification of the heritage area will extend the benefits of the rehabilitation tax credit to additional properties in the county.



*Dorchester County Landscape*

## ***18.0 Management, Coordination, Evaluation***

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The Tourism Management Plan is an ongoing process. Implementing the plan will require a management entity, staffing, funding and continuing policy decisions. The initial plan duration is for five years, but tourism, economic development and heritage stewardship within a regional, intergovernmental framework should become permanent programs of the heritage area. This section describes the organization for implementation of the plan.

### **Management Structure**

The management of the plan will be undertaken by a management board formed by Dorchester County government. It will be created by resolution of the County Commissioners and directed by a policy board defined therein. The county will provide staff, funding and offices for the program and be designated to receive and disperse monies received from the Maryland Heritage Areas Authority or any other public or private source of monies in accordance with policies of the county authority.

The Heart of Chesapeake Country Heritage Area (HCCHA) Management Board will be comprised of eleven members:

Two commissioners elected by and from the Dorchester County Board of Commissioners.

Six officials, one from each incorporated municipality within the heritage area, e.g.,:

City of Cambridge

Town of Church Creek

Town of East New Market

Town of Hurlock

Town of Secretary

Town of Vienna

Three community representatives.

The County Commissioners shall elect two of their members at any regularly scheduled meeting. Each shall serve for the duration of the term of their elected office.

Each municipality council or commission shall elect one of its members, its mayor or a designated representative to serve on the management board. Each member shall serve for the duration of the term of the elected body. No representative shall serve for more than one municipality at a time.

The eight governmental representatives shall elect three additional members at large from the community. The management board shall publish notice of the pending appointment, receive nominations from any interested group or individual and select from among recommendations. The term of appointment may be staggered. Terms should be decided by the bylaws.

The management board shall adopt by-laws to determine election of officers, any term limits, creation of committees, quorums and other rules of order.

## Functions

The HCCHA Management Board shall be responsible for implementing the plan. This will include setting priorities, coordinating activities, securing funding, allocating and/or approving grants, making recommendations to the MHAA and directing staff. All funding for heritage area activities will not come from the MHAA, however, all applications for funding by the MHAA must be approved by the board. The powers of the board will include:

- Budget allocations and spending authority
- Applying for funding, accepting grants
- Setting priorities for plan implementation
- Acting as conduit to MHAA for plan projects, approving grant applications
- Staff direction, supervision
- Organizing partnerships, providing coordination
- Making grant allocations within HCCHA

As the plan is an ongoing operation, there will be changes, additions, new strategies and amendments to the plan. The HCCHA Management Board will have authority to make changes to the plan, subject to approval by the MHAA, with the exception of changing the overall boundaries of the area and changing the management structure. Those two changes will require prior concurrence from the original jurisdictions. Plan changes, after approval by the board, will be submitted to the MHAA for its acceptance.

Changes to designated Target Investment Zones, to be discussed in Section 19.0, can be recommended by the board after approval by the jurisdiction where the TIZ is located. They will be subsequently submitted to the MHAA for acceptance.

## Staffing

The Heart of Chesapeake Country Heritage Area Management Board will be staffed initially by the Dorchester County Department of Tourism. The board and the county should draft a memorandum of understanding with respect to staff direction. The Director of Tourism may be designated this role.

The Department of Tourism will expand its functions from marketing and managing the visitor center to include tourism development as defined in the management plan. Additional staff may be required and budgeted through the county budget process.

The county will fund the staff in accordance with the budget, grants received from the MHAA and other sources (such as the Maryland Office of Tourism Development). As tourism grows in the county, the hotel tax can be expected to increase and help support the heritage activities. Within three to five years, with successful implementation of the heritage plan, room nights can be expected to increase at accommodations in addition to the Hyatt.

The county will not assume responsibility for matching funds other than for staff, but may elect to do so.

## Evaluation

The board will be the management entity responsible for evaluating the program and providing the performance measures required by the MHAA. These performance measures include surveying accommodations to determine length of stay, surveying attractions to collect attendance data, collecting building permits and monitoring construction expenditures,

identifying new and improved interpretive exhibits and listing new protected structures and lands.

The board should regularly report (at least annually) to the MHAA and its community on progress by reviewing the strategies and documenting activities to date. There shall be an annual report.

## **Amending the Plan**

The board shall have the authority to amend the plan by adopting new strategies, designating additional Target Investment Zones, approving priorities, identifying Certified Heritage Structures and making other plan changes. Except it may not alter the plan boundaries or management structure without approval of all of the participating jurisdictions and the MHAA. The MHAA must also approve amendments to the TIZs and Certified Heritage Structures.

All meetings of the board shall be open to the public and advertised as required. All plan amendments shall be advertised in advance of the meeting at which they will be considered.

The management entity will have major responsibility and opportunity to develop tourism and economic benefits for the county and its municipalities through the heritage plan.

## **19.0 Boundaries, Target Investment Zones and Certified Heritage Structures**

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After the heritage area is certified, it will be eligible for grants, loans and historic rehabilitation tax credits authorized through the program. The entire Certified Heritage Area (CHA) qualifies for many programs. Specifically designated areas within the CHA, with exceptional potential to attract investment and enhance tourism, will be eligible for additional aid and tax credits. These areas, called Target Investment Zones (TIZs), are those ready for development. The grants and loans available for TIZs are limited to a five year period following designation and certification.

### **Boundaries**

The boundaries of the heritage area are defined to include most of the major natural, cultural and historical resources in the community. It covers the entire county south of Route 50, and the sector north of Route 50 defined by the Linkwood Railroad right-of-way, East New Market and Secretary. The town of Hurlock is included as a non-contiguous area, but an important heritage transportation link.

This area contains the most promising tourism areas and commercial developments which can serve visitors. It overlaps with most of the county designated growth areas, priority funding areas and two enterprise zones. The municipal governments within the area are committed to working on the plan.

The heritage area includes the bays, rivers, and marshlands which help to create the historic and natural landscape of the county's heritage area. Among them are the Choptank River, the Nanticoke River, the Honga River, Blackwater River, Slaughter Creek, Fishing Bay, and the marshlands of South Dorchester. Included within the heritage area are the Blackwater National Wildlife Refuge, numerous state and federal Wildlife Management Areas and many local heritage museums. Most of the waterfront communities, fishing and boating areas are within the area. The Choptank River, as far north as Secretary, and the Nanticoke River up to Vienna are part of the area. The four historic ports - Cambridge, Church Creek, Secretary, and Vienna - are ready to harbor new travelers and trade. The American Indian communities of Elliott Island, Robbins, and Andrews are included in the boundaries.

### **Target Investment Zones**

Target Investment Zones are smaller areas within the CHA which are well suited, prepared and ready to attract capital and development. Once designated, they are qualified for additional economic benefits, including capital grants and loans and extended historic rehabilitation tax credits.

TIZs must have a sponsor, willing to commit to support the development and perform the evaluation required by the program. They must be areas able to attract significant private investment and leverage public dollars. They should be capable of enhancing tourism and encouraging protection of resources in measurable ways. They should overlap with other state economic program areas and have the backing of their local government. Data collection available within the area should measure performance.

Initial TIZs will be designated during the management plan preparation and endorsed as part of the plan ratification. Capital grants and loans are available then for five years. Additional TIZs may be added after the area is certified. In those cases, TIZs will be nominated in the

same way as during plan preparation but need the endorsement of the local governing body and HCCHA Management Board before submission to MHAA. New TIZs will have a five-year period for benefits dating from their approval by the MHAA.

### ***The Process for Designating Target Investment Zones:***

- Nomination by a sponsor willing to commit to promoting the development and providing the performance measures.
- Completion of a questionnaire documenting the strengths, characteristics and potential for the area. This questionnaire is appended to this report as Appendix D and lists previous investment in the area, planned projects (both public and private) and potential sources of funding and project development.
- Map showing boundaries of the proposed TIZs by property lines.
- Evidence of support from the area's local government.
- Submission to the Steering Committee for approval and inclusion in the plan.
- Submission to the MHAA with the Tourism Management Plan.

After the plan has been certified by the MHAA, additional TIZs may be designated in a similar fashion. However, they will not require approval of all of the jurisdictions within the heritage area. They must be nominated, supported and mapped as above, and receive the endorsement of the jurisdiction where the TIZ is proposed. Then, the nomination is submitted to the HCCHA Management Board, which should approve it at a regular meeting with adequate public notice. The board will then forward the nomination to the MHAA for acceptance.

## **Designated Target Investment Zones**

With the submission of the management plan, there are five early phase TIZs listed below. Detailed information on these TIZs, and those anticipated for the future are included in the next section of the report. Of the first five, two are proposed in the City of Cambridge, one in Vienna, one at Bucktown Village, and one in Blackwater NWR.

- **City Center, Cambridge:** This is proposed between Court Lane on the North, Muir Street on the South and includes Race, Popular and High Streets on the West and Academy Street on the East. This is the core of the downtown and projects anticipated include rehabilitation of the High Street Infrastructure, undergrounding utilities and streetscaping. Rehabilitation to City Hall and improvements to the Harriet Tubman Organization Headquarters are additional worthwhile projects.
- **Long Wharf, Cambridge:** This area includes the public areas bordering the Choptank River and the properties fronting the adjacent streets. The TIZ would extend from Choptank Avenue, along Water Street to Cambridge Creek and the waterfront between. This area is a gateway for boats and an area for public use of the waterfront. It is an area targeted for visitors. The projects focus on amenities and streetscapes.
- **The Town of Vienna TIZ:** This would include Water and Race Streets in Vienna, which is the area facing the Nanticoke River and the main entrance into the town. The town would like to be a destination for the Nanticoke-Marshyhope area. Extensive public investment by DNR and the town has taken place on the waterfront. The many restored historic houses, waterfront boardwalk, wetlands restoration, marina, investment in realigning Market Street and rehabilitation of the Vienna Heritage Museum are strong testimony to the vibrancy, capacity and opportunity for this TIZ.



- **Bucktown Village TIZ:** The Bucktown Village includes the Bucktown Store, the Storekeeper's House, the Meredith Family Homestead. To be added at a later date will be Scott's Chapel and Bazzel Church. The Bucktown Store was constructed in the early nineteenth century and used by the local community. It has been renovated on several occasions over time but the basic structure has not been altered. Among the traditions associated with the store are that it was the setting for the first documented act of defiance in Harriet Tubman's quest for freedom. The Storekeeper's House was built about 1860. The Meredith House was built about 1790. The store is a popular stopping point for those who come to Bucktown to view Harriet Tubman's birth area and the farm on which she spent many of her early years. The Meredith House was standing during Ms. Tubman's time in Bucktown and was often visited by her owners. At the present time, an archeological investigation is being conducted on the Brodess Plantation Site where she was raised. The archeological team from Washington College will also undertake some investigations on the Bucktown Village property.
- **Blackwater National Wildlife Refuge TIZ:** This designation would assist the refuge and the Friends of Blackwater develop the refuge into an enhanced tourist destination. Already the premier attraction in the county, Blackwater NWR has estimated visitation of 120,000 per year. The Friends have undertaken many projects in support of the refuge in recent years including upgrading the visitor center, constructing a photo blind, establishing a radio traveler's advisory station and upgrading trails. They regularly organize and promote events at the refuge. Projects proposed include construction of new trails and an addition to the visitor center.

Other potential or future TIZs are:

- Cambridge Creek / Trenton Street, Cambridge
- Pine Street Empowerment Center (Liberty Village), Cambridge
- Cedar Street Corridor, Cambridge
- Stanley Institute/Christ Rock Area, Cambridge
- Dorchester Historical Society/Neild Museum, Cambridge
- Sailwinds Park/Governors Hall Area, Cambridge
- Taylor's Island

## Certified Heritage Structures

Certified Heritage Structures are those which, because they are located in a heritage area or TIZ and appropriately identified, are made eligible for the Maryland historic rehabilitation tax credit. Structures throughout Maryland that are listed individually on the National Register of Historic Places, are a contributing resource within a National Register District or are locally designated as a historic property are eligible for the tax credit. The state heritage program extends the list of those properties that could receive the tax credit.

- **A non-listed, non-designated historic structure** is a structure not currently listed but eligible for individual listing in the National Register or as a contributing resource within a National Register-eligible district. These structures may be awarded CHS status only in Target Investment Zones; outside of TIZs, they must go through the listing/designation process for either the National Register or local status.
- **A non-historic structure** is a structure that is not eligible for listing in the National Register either individually or as a contributing resource within a National Register eligible district. A non-historic structure, in order to be eligible for designation as a CHS, must be used for a project that supports the implementation of heritage development strategies for the heritage area, as outlined in this Tourism Management Plan. It may be located anywhere within a Certified Heritage Area. Proposed projects must meet the following standards:
  - The project significantly supports the heritage development goals and strategies of the heritage area;
  - The project contributes to the quality of the heritage area by enhancing the general experience of the heritage area for residents and visitors through the preservation and enhancement of historic, cultural, and environmental resources; and
  - The project encourages new or expanded economic activity.

### Non-historic Certified Heritage Structure Criteria

Non-historic structures, inside and outside TIZs, can be designated as CHS's if use requirements, design guidelines and economic performance measures are met.

#### Use Requirements

Eligible uses shall support the goals and objectives of the Tourism Management Plan and be compatible with recognized, locally permitted or anticipated zoning and land uses in the Heritage Area. They shall demonstrate the ability to create or improve a heritage-related experience for residents and visitors.

Eligible uses shall include those that relate to the delivery of visitor services and those that are directly related to the thematic structure presented in Section 8.0. Uses that would qualify include:

- General stores that can provide food, supplies and services to visitors.
- Structures that are being used as or developed as Bed & Breakfasts.
- Waterfront structures and marinas that provide berths, supplies or interpretive experiences for tourists.
- Structures being developed for use as interpretive centers and/or museums.

- Agricultural buildings that are being used for or developed as farmer's markets.
- Structures being used as or developed for use as restaurant and retail operations serving tourists.
- Other structures which strengthen the historic character of the heritage area; including such historic resources as canneries, basket factories, packing houses, skinning and fur processing houses, and boats and other vessels which reflect the maritime traditions of Dorchester County.

### Design Guidelines

Eligible projects must constitute *substantial rehabilitation* where project costs exceed \$5,000 or the adjusted basis of the property (purchase price minus the value of the land minus any depreciation taken), whichever is greater.

Eligible projects must demonstrate the ability to improve a non-historic structure to make it compatible with the architecture, historical, and cultural character of the area. In general, compatibility means retaining the physical and architectural character of the streetscape by maintaining scale, mass, height, prevailing setbacks, building materials and character.

It is additionally desirable where possible that the project demonstrate the ability to eliminate visual blight where it exists in relation to the structure or related property.

### Economic Performance Measures

Eligible projects will be evaluated by their ability to meet one or more of the following economic performance measures:

- Generate net new jobs in the heritage area.
- Generate additional tax benefits to the local jurisdiction.
- Contribute to overall visitation numbers for the heritage area.

## **Heritage Area Benefits**

The table below summarizes the economic benefits available to Certified Heritage Areas and to the Target Investment Zones designated within them. These are the benefits available through the Maryland Heritage Preservation and Tourism Areas Program and its allocated budget. There are additional benefits, cultural and economic, from participating in the program, including community recognition and pride.

<b>Table 19A: Heritage Area Benefits: Certified Heritage Areas and Target Investment Zones</b>					
<b>Designation</b>	<b>Operating Assistance</b>	<b>Grants</b>	<b>Loans</b>	<b>Historic Rehab Tax Credits</b>	<b>Other Agency Support</b>
<b>Certified Heritage Area</b>	Management can receive operating grants of 50% to manage area for up to five years and \$200,000.	Program grants to local gov'ts and non-profits of 50% for planning, design, marketing, interpretation, programming. Up to \$50,000.	NA	Tax credit extended to non-historic structures that enhance area and tourism if Certified Heritage Structures.	DHCD, DBED, DNR, MHEC, MDOT, DGS must act consistent with management plan and support area.
<b>Target Investment Zone</b>  Grants and loans available up to 5 years after designation. TIZs are part of CHA's so eligible for CHA benefits.	NA	Capital grants to local gov'ts and non-profits for property acquisition, development, preservation, restoration. Up to \$100,000.	Loans available for local gov'ts and non-profits for preservation and visitor services.  Revenue bonds for economic development projects to gov'ts and non-profits.	Tax credits extended to non-listed, non-designated historic structures if Certified Heritage Structure.	

# Implementation

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## 20.0 Target Investment Zones

### 21.0 Action Plan

### 22.0 Return on Investment



*View of Nanticoke River*



*Blackwater Scene*

## ***20.0 Target Investment Zones***

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The many strategies listed in the previous sections are general directions for the heritage area and its board. Much specific investment and capital projects will occur in the Target Investment Zones. The specific zones and projects are discussed in detail here.

### **Early Phase Target Investment Zones**

Currently five Target Investment Zones are being developed for early implementation. Two are in Cambridge, one is in Vienna, one is Bucktown Village, and one is the Blackwater National Wildlife Refuge. The planning has begun for each, but more planning and development will be necessary. The following discussion presents the current status of planning. In the coming months, more development will continue with the intention of implementation following shortly after certification of the heritage area.

### **Cambridge Target Investment Zones**

#### **1. Location of proposed Target Investment Zones**

At this time, eight TIZs are anticipated for Cambridge. The following two proposed TIZs would be developed in the early phase:

- City Center – With proposed boundaries being Court Lane on the North, Muir Street on the South, and the back lot lines of High, Poplar and Race to the West, and Academy Street to the East.
- Long Wharf – Taking in the city park and marina areas bounded by the rear lot lines of Choptank Avenue to the West, Water Street to the South, Cambridge Creek to the East, and the Choptank River to the North.

Other potential TIZs are presented below. Of these, information on projects for Cambridge Creek/Trenton Street is also provided. It is not, however, ready as yet. The following six may be developed in a later phase.

- Cambridge Creek/Trenton Street – Bounded by Maryland Avenue to the North, Hayward Street to Green Street, and the Pennsylvania Railroad right of way to Cedar Street on the East, Cedar Street to the South, and Cambridge Creek to the West.
- Pine Street Empowerment Center (Liberty Village) – Possible future development of sites as entertainment venues, Civil Rights museum/study center, interpretive site related to historic churches.
- Cedar Street Corridor – Improvement plan to create an attractive and vibrant avenue to connect Hyatt and Rt. 50 traffic to downtown areas.
- Stanley Institute/Christ Rock Area – Develop plans to improve traffic patterns in the area, and to create interpretive facilities for the Stanley Institute and other significant aspects of the historically African American neighborhood.
- Dorchester Historical Society/Neild Museum – See section on the Dorchester Historical Society below.

- Sailwinds Park/Governors Hall Area – As the future of this area becomes clear, develop plans to integrate any potential development into the community’s vision for the property.

## **2. Nominating Organization’s Information**

City of Cambridge  
 307 Gay Street  
 Cambridge, MD 21613  
 Contact Person: Lee Weldon  
 Commissioner, Ward 3  
 t: 410-228-0030

## **3. Vision and Significance**

Cambridge was a significant port with deep-water access to the Chesapeake Bay. For the first two hundreds years of its history, it was a thriving community flush with the wealth of successful maritime, and agriculture-related industries. Today the city is quieter, but the civic pride acknowledge the contributions of past people, events, and trends that have shaped the community into its current form. The city abounds with history, significant architecture and artifacts, and serves as the center of the heritage area. It is the central gathering place for civic life, commerce, municipal authority, and culture. The significance of Cambridge to the heritage area is unparalleled.

Some of the primary visitor attractions in the heritage area are located in Cambridge, including the Sailwinds Visitor Center and the Dorchester Historical Society complex. The waterfront neighborhoods are renowned for their scenic beauty.

In an effort to build on this significance and improve its economy, the city is engaged in redevelopment efforts. It is eager to participate in the heritage area, working to meet the heritage area’s goals and its own through coordinated heritage development programming.

## **4. Public and private development activities: past five years in proposed TIZ**

### ***City Center TIZ***

- Public Development Activities
  - Installation of ADA wheel chair ramps at all intersections
  - Rehabilitation of Race Street pedestrian mall
  - New benches
  - New trash receptacles
  - New landscaping/plantings
  - Partnership with Boy Scout troop to paint and renovate fixtures
  - Street paving
  - Major addition and renovation to County Courthouse
  - Dorchester County Library underwent major renovation
  - Most of downtown designated Historic Preservation District
- Private Development Activities
  - Richardson Maritime Museum acquired and renovated old bank building
  - Old Nathan's Furniture store rehabilitated and updated as a restaurant
  - Chamber of Commerce and Provident State Bank relocated to downtown
  - Old state's attorneys office rehabilitated into private office building
  - New Craig's Drug Store location and professional office building



- Reclamation of several buildings on 400 block of Race street for revitalization, renovation
- Canvasback Restaurant and gourmet supply opened in the old Woolworth
- New offices for local insurance agent located on Race St.
- Upgrades and renovations to Salvation Army store building
- Phillips Hardware Building purchased and being renovated as artists' exhibit, studio space

### ***Long Wharf TIZ***

- Public Development Activities
  - 800,000 rehabilitation of marina (first phase) nearing completion
  - New bulkheading
  - Reconstructed finger piers
  - Additional transient slips
  - New T-piers for larger vessels
  - Improved drainage around marina
  - New water and electrical systems
  - New lighting around the Key and Wharf areas
  - Public/private partnership to provide new benches
  - Multi-million dollar combined sewer separation project (first phase completed last year)
    - New sewer lines
    - Re-graded and re-surfaced Water Street
    - New sidewalks, curbs and gutters
    - Improved storm water management
    - Engineering and preliminary construction to underground utilities around park and Water Street
    - Public/private partnership to rehabilitate Heron Garden
    - Major repairs to brick pavement in High Street area.
    - Improvements to visitor amenities at Harbor Master's office
    - ADA restrooms
    - Improved vending area
    - Improved parking areas

- Private Development Activities
  - Major improvements to Cambridge Yacht Club areas of Marina
  - Accommodations provided for private charter operators
  - Basic amenities for visiting cruise boats

## 5. Activities planned in proposed TIZs, for the next five to ten years

### **City Center TIZ**

- Rehabilitation of High Street Infrastructure – The scope of work required includes the removal of the existing brick surface, the replacement of underground water and sewer lines, and the replacement of a new brick surface. Department of Public Works has provided the following figures:

Total cost of removal and rebricking	\$235,840
Total sewer upgrade	\$ 49,700
Total water upgrade	\$ 28,400
Total project	\$313,240

Other projects that could be feasibly completed at the same time would be the undergrounding of over-head utilities from Court Lane to Locust Street, and the installation of historic lighting fixtures in the area. A planning grant could be obtained to study the costs of the undergrounding project, and the lighting engineering is already complete and can be included as specific costs become available.

- Rehabilitation of City Hall – The planned relocation of Rescue Fire Company and CEMS creates an opportunity to reconfigure city offices, and open up parts of the building to new uses. The mayor has suggested redevelopment of the engine bays into a Cambridge City Museum, and flexible space for receptions and other uses. The building is in need of exterior improvements, including major roof repairs, painting, and other renovations. The Department of Public Works has provided the following estimates:

Roof repair (approx.)	\$100,000
Painting and exterior renovations (approx.)	\$100,000

*Note:* These costs do not include any interior work. We do not anticipate that work occurring within the necessary five-year time frame. However, planning grant funding should be obtained to facilitate the designs and studies necessary for the conversions to visitor uses.

- Upgrades to Harriet Tubman Organization Headquarters – As a downtown and cultural attraction, the HTO would be eligible to apply for matching funds to assist with the restoration of its building on Race Street. These funds could be applied toward renovations, as well as upgrades to meeting facilities, displays and other aspects related to operations.
- Association for the Revitalization of Cambridge – Matching funds can be available to this and other civic organizations who develop partnerships to make improvements to public areas downtown that are related to heritage tourism, and to fund other tourism-related projects..

Numerous commercial projects would be eligible for low-interest loans through the heritage area, including rehabilitation of major historic structures for tourism use (art galleries,

downtown inns, restaurants, etc.).

### **Long Wharf TIZ**

- Marina and Park Improvements at Long Wharf Park – This area serves as both a major gateway for visitors by boat and as a destination for leisure activities and scheduled events. The recent improvements to Water Street resulting from the sewer separation and marina infrastructure repair projects leave only a few elements remaining to complete the area for use by tourists. These include:

- *Undergrounding of Utilities:* This project will greatly enhance the appearance of the area around the marina, making it more attractive to visitors, and may enable the park to host more community events.

Connectiv (power lines)	\$25,000 (all engineering is done)
Residential Service Connections	\$35,000 to 45,000
Verizon (phone lines)	\$11,000 TAB
Comcast (cable TV)	\$ 3,750
City has installed conduit for the project	
Approximate Total Cost:	\$45,000 to \$55,000

- *Lighting Upgrade:* Installation of Holophane historic style light fixtures matching those to be installed downtown. Cost includes upgraded style of poles for lighting fixtures to replace existing street lights at \$200 per light, and 8 additional fixtures for installation along the marina walkway.

Estimated new light fixtures for public way: 25 @ \$200	\$ 5,000
New fixtures for marina walkway: 8 @ \$200	\$ 1,600 TAB
Miscellaneous installation and engineering	\$ 3,400
Approximate Total Cost:	\$10,000

Non-profit partnerships have been used in this area in the past to fund renovations to the Heron Garden and the various memorials in the park. The availability of heritage development funds will broaden the scope of projects that can be undertaken, such as the landscaping of the former Duck Walk area, and installations of visitor amenities like picnic pavilions, information kiosks, or music stands, if desired.

## **Cambridge Creek/Trenton Street TIZ**

The proposal pending to develop the former Arundel Property brings into focus the need to look closely at the development potential of the east side of Cambridge Creek from Maryland Avenue to Cedar Street. There are several amenities present already, including a small county-owned park, a boat ramp, and a small marina. Several businesses make use of their waterfront locations, including a marine electronics dealer, a marine construction company, and a restaurant. Other businesses are compatible with these, including a farm and garden store on Trenton Street. Still others could be relocated to more appropriate locations in the many industrial parks around Cambridge to make prime waterfront property available for redevelopment as tourism and marine related businesses.

The public sector's role is to establish a policy of land use and incentives to encourage tourism-friendly development, while assisting those businesses that will need to relocate. The public sector can also play a role in creating the infrastructure and critical mass needed for the area to become commercially vibrant. The following projects are proposed to meet that goal.

- City Market – Trenton Street – The city owns most of the land once occupied by the railroad terminal behind the feed and seed store. The city charter enables the council to establish and operate public markets, and this location is ideal. As an attraction to visitors, it is convenient to the Cambridge Creek waterfront, easily accessible from U.S. 50, and it provides ample room for a large building for indoor market stalls, parking and pedestrian access. It is ideally situated between a residential neighborhood and downtown Cambridge.

An architecturally sensitive building could be constructed at a reasonable cost that would at once serve as a visitor attraction, a small business incubator, a job creator, and a vital service to surrounding neighborhoods, where low- and medium-income residents have difficulty reaching shopping areas out on the highway if they have limited access to a vehicle.

The project would qualify for CDBG funds under the above circumstances, as well as MHAA funds to greatly increase the available resources to make the project functional, marketable and successful.

Estimated cost: \$350,000 to 450,000

- Trenton Street Infrastructure Improvements – Trenton Street becomes an important thoroughfare when repairs are being made to the Maryland Avenue bridge. This importance will diminish due to two factors: 1) Cedar Street should become the major ingress and egress to the city center owing to its more commercial nature, proximity to the Hyatt complex, and direct access to downtown, and 2) A proposed development along Cambridge Creek is requesting that the south end of Trenton Street be abandoned or significantly re-routed, eliminating a direct detour between Maryland Ave and Cedar Street.

As such, the Trenton Street Corridor needs to be studied carefully to determine how to accomplish the following:

- Create a pedestrian-friendly environment that provides a link between the Creek and Downtown, as well as to Sailwinds, the Historic District, the various waterfront parks, and other attractions.

- Encourages commercial uses along Cambridge Creek and the Trenton Street corridor that are attractive to incoming boaters and other visitors, as well as to local residents.

These improvements would include, but not be limited to:

- Sidewalks, curb and gutter from Maryland Avenue to the limits of the new Arundel development.
- Improvements to the County-owned park, including upgraded historic-style lighting, new amenities such as benches, picnic tables and a pavilion, improved landscaping.
- Signage and landscaping to clearly link the waterfront area to other city attractions, parking and the creek promenade.
- Necessary improvements to infrastructure, including streetscape items such as lighting, trash receptacles, and other amenities.

As with Long Wharf, opportunities exist for numerous partnerships with non-profit organizations seeking to improve conditions along the Trenton Street corridor. Landscaping projects can be undertaken by the garden club, the City Market can become a venue for the Farmers Market, as well as for fundraisers like flea markets and car washes. All would add to the vibrancy and activity of the area.

There are numerous interesting old buildings along the creek here that would lend themselves to adaptive re-use and remodeling as restaurants, shops and entertainment venues. The Deep Harbor proposal is counting on adding a destination restaurant and a large boatel operation to anchor the commercial activity in their development. The feed and seed store is a good fit even as the area around it changes, and the commercial activity of the City Market will be a strong anchor for the north end of the area.

The real estate office that currently occupies the old railroad station could also consider an adaptive re-use project there, with the station and the caboose that sits nearby serving as a theme for whatever project might arise.

- Deep Harbour Development – A private developer is preparing plans for a mixed-use development to provide additional waterfront housing, commercial areas and a public promenade along the creek side. Part of the project will provide a new public parking area accessible to future attractions along the creek that will ultimately be developed by others between Green Street and Maryland Avenue. Proposed amenities include a large boatel storage facility, retail and office space, a waterside inn, a major restaurant and over 300 luxury housing units.

## **6. Projects Central to the Success of the TIZ**

See 5 above.

## **7. New Projects for the TIZ**

See 5 above.

## **8. Current Revitalization Designations in TIZ**

An extensive National Register Historic District has been designated for portions of downtown and the adjacent neighborhoods. The area is approximately bounded by Glasgow, Glenburn, Poplar, Race and Gay Streets and the Choptank River. The City of Cambridge has been designated a Priority Funding Area. It qualified for CDBG grant funding.

It has received a Community Legacy Grant. There is one Enterprise Zone in the city, but its boundaries do not coincide with probable boundaries of any of the TIZs. Cambridge is considering pursuing participation in the Main Street Program again and applying to become a Certified Local Government.

#### **9. TIZ Boundaries**

- City Center – With proposed boundaries being Court Lane on the North, Muir Street on the South, and the back lot lines of High, Poplar and Race to the West, and Academy Street to the East.
- Long Wharf – Taking in the city park and marina areas bounded by the rear lot lines of Choptank Avenue to the West, Water Street to the South, Cambridge Creek to the East, and the Choptank River to the North.

#### **10. Potential Certified Heritage Structures in TIZ**

All of the buildings in the TIZs are listed on the National Register of Historic Places as part of the Cambridge Historic District and are potential certified heritage structures.

#### **11. Means of Support and Potential TIZ Partners**

The City of Cambridge will be primarily responsible with support from the private sector and the heritage area.

#### **12. Demonstration of TIZ Support for Heritage Area**

To be developed by the City of Cambridge, the Dorchester County Historical Society, the Harriet Tubman Organization, and other interested organizations.

**INSERT MAP OF CITY CENTER TIZ**



**INSERT MAP OF LONG WHARF TIZ**

## **Vienna Target Investment Zone**

### **1. Location of proposed Target Investment Zone**

Town of Vienna – Water and Race Streets.

### **2. Nominating Organization's Information**

Town of Vienna  
P.O. Box 86  
Vienna, MD 21869  
Contact Person: Glenn Steckman  
Town Manager (Circuit Rider Town Manager)  
t: 443-235-4404  
glennsteckman@msn.com

### **3. Vision and Significance**

The vision for Vienna is that it be the destination for the Nanticoke-Marshyhope area of the Chesapeake Bay. The town has invested considerable resources in the upgrading of its water and sewer, finished in 1998, and in a waterfront improvement plan. It envisions a greenbelt surrounding this historic town (one of the first 10 to be incorporated in Maryland) and a vibrant community of historic residences and businesses compatible with its small-town character. Its only plan, done by the economic development group at Salisbury University, is now out of date, and so the town will shortly be applying for a DHCD planning grant for a new comprehensive plan. The goal from all of the town's investment is to encourage private redevelopment

The community development goals for Vienna include further investment in the Vienna Heritage Museum, improvement of streetscaping and pedestrian amenities on Race and Water Streets, and a 200-foot extension of Market Street (\$400,000 of Community Development Block Grant funding currently being sought). This will create a visible entrance to the town (a very old ferry landing, it has actually been bypassed twice, first by the old Ocean Highway and then more recently by new U.S. Route 50), and, ultimately, a Main Street program to encourage further commercial development of the town's historic Market Street. Capital development grants will leverage private investment from at least two known sources. DNR is building a marina with floating docks, and the boardwalk area on Water Street is a location for such events as the town's annual Shad Festival.

Over the past decade, the Town has bought and removed warehouses on the water side of Water Street and in their place has restored wetlands and added a boardwalk. The single building remaining, a historic tobacco warehouse and customs house (c. 1767), is a target of the Vienna Heritage Committee (the Town's *ad hoc* civic group), which wants to buy and restore it. Unsuccessful efforts to establish a historic district caused both controversy and a commitment to other forms of heritage preservation. The Town has removed 35 unlicensed junk vehicles and demolished dilapidated buildings. Three new private residences have recently been built in town.

The town is zoned for all categories. Both Race and Water Streets are both residential and commercial. Race Street is zoned a mixture of R1 and B2. Water Street is zoned R1, but the boardwalk area is in the Critical Area and is zoned as a buffer-exempt zone.

The Town, and specifically the museum, will be able to interpret the following themes: Chesapeake Landscapes and Outdoor Adventure; Working Waterfront Villages; Dorchester Families and Traditions; American Indian Heritage; and Dorchester History, Architecture, and Artifacts.

#### **4. Public and private development activities: past five years in proposed TIZ**

- Waterfront Improvement Project – Purchase of canneries and warehouses, first phase of boardwalk development, repair of shoreline and wetlands restoration. (Original ferry crossing was located during this work, e.g., brick anchor for the chain; to be interpreted.)

Sponsored by the Town of Vienna and DNR.

Boardwalk, first phase, was \$150,000, funded through DNR to enable enhancement of access to the water. Town's acquisition costs extended over 8 to 10 years, probably \$200,000.

Completed 2001.

- Vienna Heritage Museum – The museum is housed in a leased and renovated early filling station. Improvements include streetscaping and grass planting over old asphalt (in Critical Area), etc., around the museum.

Sponsored by the Town of Vienna and Vienna Heritage Committee (an ad hoc community group supported by the town).

\$10,000 plus contributed hours; contributed collection (historic button-making equipment from Elliott's Island); want to do a video.

The museum was dedicated March 3, 2002.

An article about the museum appeared in the *Daily Banner* and *Salisbury Daily Times*.

- Wastewater Treatment Plant – A new wastewater treatment plant (130,000 gallons per day capacity) was constructed for the town and the unincorporated area of West Vienna. The drinking water treatment plant was completely rebuilt on its original site.

Sponsored by the Town of Vienna.

Hundreds of thousand dollars from the Town and DHCD.

Completed 1998.

- Nanticoke River Rural Legacy Area – Work in the Nanticoke River Rural Legacy Area includes the intention of the Town to annex about 168 acres. A developer is working with the Town and the Eastern Shore Land Conservancy on a conservation-sensitive design.

Sponsored by the Town of Vienna and other groups.

Estimated cost, to be developed.

Estimated completion date, to be developed.

## 5. Activities planned in proposed TIZ, for the next five to ten years

- Vienna Heritage Museum – The Town wants to purchase and further improve and enhance the Vienna Heritage Museum.

Sponsored by the Town of Vienna and the Vienna Heritage Committee.

Estimated cost: \$65,000 to acquire property, plus more for development of interior and exhibits; MHAA funding would be matched by two local philanthropic sources and the Town. Matching funds are in hand.

The Town and others are ready for immediate acquisition of the property and to undertake interior improvements. Exhibits will be developed over time.

- Streetscaping Improvements – The Town wants to make the Town an attractive, walkable area by improving the streetscape on Race Street, up to the museum, and on Market Street. Improvements are also needed for parking areas along the waterfront. Banners and new lighting will be installed on Race Street to highlight this corridor as the main access route to the waterfront.

Sponsored by the Town of Vienna.

The Town of Vienna is seeking but has not yet secured funding.

To be completed by 2003.

- Boardwalk Extension – The Town seeks to extend the boardwalk southward.

Sponsored by the DNR and Town of Vienna

\$100,000, expected source is DNR.

To be completed July 2002.

- Installation of a Marina – The Town is seeking to construct a marina for daily boat dockage only. The docks could be floating or fixed. This has not been determined, and as yet, the cost is unknown.

Sponsored by the DNR and Town of Vienna. DNR will provide funding, and Vienna will donate the land as cost-share.

To be completed within two years.

- Vienna Comprehensive Plan – The Town is seeking a grant from DHCD to undertake the preparation of a comprehensive plan.

Sponsored by the Town of Vienna.

Funding from the DHCD and Town of Vienna. No estimate of cost has been determined.

To be completed within two years.

- Market Street Extension – The Town is seeking to extend Market Street by 200 feet. This creates a new entrance to town, replacing the previous entrance that was virtually lost when the Town was first bypassed by the Ocean Highway and the bridge that replaced the ferry. This will also help ameliorate the impacts of truck traffic through this corridor.

Sponsored by the Town of Vienna.

Funding from the DHCD (CDBG funding) & Town of Vienna; estimated to be \$400,000.

To be completed within two years.

- Other Potential Project – There is a potential site for a restaurant or visitor/heritage center (with recreational concession), upstream of the boardwalk. This area, the former site of the water treatment plant, is currently zoned M-1 (industrial).

## **6. Projects Central to the Success of the TIZ**

All.

## **7. New Projects for the TIZ**

- Interpretive Signage for the Waterfront – The Town would install interpretive signage along the waterfront, interpreting the town's rich heritage as an early settlement, commercial center, and river crossing.

Sponsored by the Town of Vienna.

The approximate cost per sign would be \$5,000 to \$6,000, depending on number installed, which would include the cost of planning, content development, construction, and installation.

Sources of funding include NPS Chesapeake Bay Gateways grant program (to be sought), MHAA, Town of Vienna (in-kind match), and private donations (*Note: Vienna needs to seek recognition under the Chesapeake Bay Gateways program for both the boardwalk and the museum; it would then be eligible for NPS funding.*)

To be completed by 2003.

#### **8. Current Revitalization Designations in TIZ**

The incorporated portion of the town is a Priority Funding Area. Up to 56% of residents qualify as having low-moderate income, which qualifies the town for CDBG funding.

Would like someday to do the Maryland Main Street Program for Market Street.

The county has not updated its water and sewer master plan (ten years out of date). The water and sewer master plan is the responsibility of the county. When the county designated the PFA, it included the Town's corporate boundaries only, leaving out West Vienna even though this area is served by water and sewer there. TIZ status may not affect this.

#### **9. TIZ Boundaries**

Properties along water and Race Streets.

#### **10. Potential Certified Heritage Structures in TIZ**

All of the buildings shown in the map are eligible for listing on the National Register of Historic Places as part of a Vienna Historic District.

#### **11. Means of Support and Potential TIZ Partners**

Town has corporate and foundation support, also DNR (water access funding), DHCD (CDBG, planning grant).

#### **12. Demonstration of TIZ Support for Heritage Area**

To be developed.

**INSERT VIENNA MAP**



# **Bucktown Village Target Investment Zone**

## **1. Location of proposed Target Investment Zone**

The Bucktown Village and its environs.

## **2. Nominating Organization's Information**

Bucktown Village Foundation  
4303 Bucktown Road  
Cambridge, MD 21613  
Contact Person: Jay Meredith  
Transportation Manager for Dorchester County  
t: 410-228-4977 (SHA); 410-228-7650  
f: 410-228-5804

## **3. Vision and Significance**

Bucktown is a rural village set amid sprawling agricultural fields that comprise the heart of the "Harriet Tubman territory." Though it saw more activity in the 19<sup>th</sup> century, it retains much of its village character. At the center of the village is the Bucktown store and the Meredith family homestead. The store may have been visited by Harriet Tubman, who was born nearby on the Brodess Plantation. The proposed TIZ would include the village center and nearby churches that are and were important components of the local African American population. The TIZ may also include some of the lands of the Brodess Plantation.

Visitors are already arriving, many of them with a sense of pilgrimage. The area is within a mile of the Blackwater Visitor Center, the region's largest attraction; also nearby are Scott's Chapel, the Brodess Plantation, and the Greenbriar property.

Currently, the Bucktown store is in the process of being developed as an interpretive venue and gift shop. Plus, work is underway at the Brodess Plantation to investigate through archeology, the connections between the plantation and Harriet Tubman's habitation there.

The Bucktown Village area would be expected to experience a significant degree of preservation and to offer more visitor services and amenities. The Certified Heritage Area as a whole would benefit greatly because of the high degree of attraction based on the Harriet Tubman story. Visitors coming to this heritage area would be expected to find accommodations, dining, and shopping in nearby areas, especially Cambridge.

With a connection to the themes, Harriet Tubman and Eastern Shore African American History; Agricultural Life; Dorchester Families and Traditions; and Dorchester History, Architecture, and Artifacts, the Bucktown Village is well suited to participate in the heritage development of the area as a Target Investment Zone.

#### 4. Public and private development activities: past five years in proposed TIZ

- Meredith House Rehabilitation – The property was purchased in 1997 by the Jay Meredith family; renovations begun at that time (not yet complete); in 1999, Mr. Meredith purchased the Bucktown Store and the Storekeeper’s House. In 2001, he moved an early 19<sup>th</sup> century smokehouse to the “big house” property. (*Note:* Although the house is identified as the “Lewis House” in the Dorchester architectural history book, this simply refers to the previous owner; the historic and vernacular name for this house is Meredith House; Mr. Meredith is a descendent.)

Sponsored by Jay Meredith – see above.

Estimated cost: Meredith House – \$175,000 purchase cost and renovation (4500 sq. ft.).

Purchase cost of Bucktown Store and Storekeeper’s House is confidential; current valuation requires fair market analysis.

- Brodess Plantation – The Maryland Historical Trust, with Washington College, is undertaking archeological investigations at the Brodess Plantation.

#### 5. Activities planned in proposed TIZ, for the next five to ten years

- Bucktown Store and Storekeeper’s House Acquisition – The Bucktown Village Foundation (nonprofit status pending) would raise the funds to buy the store and storekeeper’s house from the private owners, rehabilitate each as needed, and open the structures for visitation. This would be done in conjunction with associated for-profit operations described below. Goals for the foundation also include protecting historic properties in general in the Bucktown area (e.g., Bazzel Church), which would safeguard the integrity of these properties by assisting and educating property owners. This would include graveyards, several of which have declined in the area.

Estimated cost: No estimate available, fair market valuation required; sources of financial support include local donations by public and private sources, state MHAA and MHT funding, and unidentified sources of public and private funds.

Estimated completion date: 2003.

- Bucktown Store Rehabilitation – The roof and foundation of the store will be stabilized.

Project Sponsor: Bucktown Village Foundation and Jay Meredith.

Estimated cost: \$30,000; sources include local donations by public and private sources, and state MHAA and MHT funding.

Estimated completion date: 2002-2003.

No plans per se exist; however, members of MHT staff have advised Mr. Meredith, indicating that the property is likely to be eligible for the National Register and provided assistance in understanding the stabilization needs of the property.

- Business Development – Businesses proposed to be associated with the foundation include the following:
  - Operation of the store as a pre-1850 museum and gift shop

- Operation of a bicycle rental facility
  - Rental of the storekeeper's house as a vacation cottage
  - Guided tours of the area via small vehicle or horse-drawn wagon, or both
- Meredith House Development – Meredith House and grounds would be occupied by the family and operated as a private museum reflecting the 19<sup>th</sup> century, with re-creations of outbuildings (using original buildings removed from threat of demolition from development sites in the area, including a smokehouse, and two others) and the development of an exhibit of 19<sup>th</sup> century implements and equipment. (An estate inventory from 1880 would provide guidance on collecting and exhibits.) The two owners would collaborate on providing a living history program allowing youth groups and others to experience life on a 19<sup>th</sup> century Dorchester farm, and other forms of historical interpretation as appropriate. The Harriet Tubman Organization, which currently interprets this area for visitors, would participate in interpretation programs. Archeological investigations may be encouraged and interpreted. Acquisition of property to permit camping may be pursued in the future.

Project Sponsor: Jay Meredith.

Estimated cost: \$180,000 needed in addition to what has already been spent.

Estimated completion dates: 2002-2004.

No plans per se exist; however, members of MHT staff have indicated that the property is likely to be eligible for the National Register.

## **6. Projects Central to the Success of the TIZ**

Funds for acquisition and restoration could be provided to the foundation through the MHAA. A barrier to listing the property in the National Register currently is funding; it is possible that the non-listed, non-designated feature of the special rehabilitation tax credit could be used here by both the foundation and the Meredith family, especially since the nonprofit and residential uses are not readily eligible for the federal tax credits that require National Register status. Loans for the establishment of income-producing activities might be made to the foundation (or private individuals if MHAA were to alter current policy). TIZ status provides a framework for the planning and fundraising necessary to preserve and interpret these properties.

Private for-profit investment might be encouraged by the leasing of a bicycle rental concession. Otherwise, private investment would consist of foundation matches to public funding for rehabilitation, business development for nonprofit income, and programming. While some of these might take place outside the TIZ arrangement, the need for capital funding is clear.

## **7. New Projects for the TIZ**

All of the above projects are new projects to be undertaken with the financial support available through TIZ designation.

## **8. Current Revitalization Designations in TIZ**

None at this time. It is possible that a National Register Historic District nomination for the area could be pursued as an alternative to individual listings for the three Bucktown properties. Such a nomination could include other properties in the immediate area. The immediate site is close to Blackwater National Wildlife Refuge. TIZ listing is likely to encourage further

investigation of the idea of a rural historic district nomination to the National Register of Historic Places.

## **9. TIZ Boundaries**

The area in the vicinity of the intersection of Bucktown and Greenbriar Roads. Specific boundaries should be drawn narrowly to incorporate the three properties described, and possibly acreage readily identifiable for the expansion of the Foundation's programs into camping.

## **10. Potential Certified Heritage Structures in TIZ**

Meredith House (c. 1790), Meredith Storekeeper's House (c. 1860), Bucktown Village Store (c. 1820), Scott's Chapel and cemetery (c. 1870), Bazzel Church, and Community Hall (19<sup>th</sup> c.).

## **11. Means of Support and Potential TIZ Partners**

The Bucktown Village Foundation and the Meredith family will provide most of the support for the TIZ, with the help of the heritage area.

Paula Klepper, President of the Mid-Atlantic Business Finance Company, based in Baltimore, has volunteered her time and services in incorporating the Bucktown Village Foundation and seeking its nonprofit status; she, along with Mr. Meredith, are the two incorporating board members. Rich Leoffler, John Seidel, and MHT staff as noted above have provided professional advice and the promise of more in managing resources and undertaking planning. The Bucktown Village Foundation will provide economic performance data.

No specific governmental bodies have committed resources, although MHT has been exploring ways to provide assistance to the Bucktown Store while it is privately owned (stabilization is needed urgently). The Dorchester County Department of Tourism has provided support and publicity, and through a technical seminar, put Mr. Meredith in touch with Ms. Klepper. In general, county commissioners are supportive.

## **12. Demonstration of TIZ support for Heritage Area**

To be developed.

**INSERT BUCKTOWN MAP**

# **Blackwater National Wildlife Refuge Target Investment Zone**

## **1. Location of proposed Target Investment Zone**

Blackwater National Wildlife Refuge (26,000 acres) and Visitor Center  
Key Wallace Drive  
Cambridge, MD 21613

## **2. Nominating Organization's Information**

Friends of Blackwater  
P.O. Box 1231  
Cambridge, MD 21513  
Contact Person: Ron Tillier  
President, Friends of Blackwater  
t: 410-221-1874  
rontillier@hotmail.com

## **3. Vision and Significance**

Blackwater NWR is the prime tourist attraction in the Cambridge area and in all of Dorchester County. It is the objective of the Friends of Blackwater to expand the visitor center and to expand public use of the refuge lands with the addition of hiking/walking trails, water trails, bike paths and other recreational and educational projects to attract even more visitors from outside Dorchester County. It is also an objective to work with other organizations within the County to provide facilities and other interaction, e.g., the South Dorchester Folk Museum. TIZ status would be an avenue of additional funds which could accelerate this developmental process and assist the Friends' group in attracting private, corporate and other donations as well as grants from private and corporate organizations. The Refuge as a whole provides, in its basic missions, for the preservation of lands and for the preservation of endangered and threatened species of wildlife as well as public education. The attraction of more visitors will provide for the additional tourist dollars in the county as well as provide the opportunity for additional business opportunity; for example, tour guides, bike/canoes/kayak rental businesses and other tourist-oriented services.

Interpretation and programming offered through the Visitor Center, and potentially by the South Dorchester Folk Museum, include connections to the themes: Chesapeake Landscapes and Outdoor Adventure and Dorchester History, Architecture, and Artifacts.

## **4. Public and private development activities: past five years in proposed TIZ**

Zoning may not be an issue for the proposed TIZ since it will be located on federal lands.

## 5. Activities planned in proposed TIZ, for the next five to ten years

In the past five years numerous projects have been undertaken at the Refuge. All major projects have been contained within Federal or Friends budgets. The Friends of Blackwater have undertaken many other projects in the last five years.

- Upgrading Exhibits in the Visitor Center

Funded 50% by the Friends and 50% by a Chesapeake Bay Gateways Network Grant.

Friends Contact: Ron Tillier ([rontillier@hotmail.com](mailto:rontillier@hotmail.com)).

Gateways Contact: Marion Huber ([Mhuber@chesapeakebay.net](mailto:Mhuber@chesapeakebay.net)).

Begun Spring 2001. To be completion Spring 2002.

Estimated cost: \$30,000.

- Construction of Photo Blind

Funded 80% by a Waterfowl Festival Grant and 20% by a grant from Nations Bank Foundation.

Festival Contact: Don Duncan (410-822-4567).

Nations Bank Contact: Clark Simms (410-228-1916).

Begun Fall 2001, completed Fall, 2001.

Estimated cost: \$15,000.

- Local Low-power AM Traveler's Advisory Radio Station

Funded 90% by the U.S. Fish and Wildlife Service and 10% by the Friends' group.

The project was made possible through the cooperation of State Highway Department, the County Commissioners and the County Department of Tourism.

Begun Fall of 2,000 and completed Spring 2002.

USFWS Contact: Maggie Briggs (410-228-2677).

Friends Contact: Ron Tillier ([rontillier@hotmail.com](mailto:rontillier@hotmail.com)).

Estimated cost: \$12,000.

- Constructing 20 miles of paddling trails

Funded 33% by a Chesapeake Bay Gateways grant, 33% by the County Highway Department (parking lot and canoe/kayak launching ramp) and 34% in-kind labor by the Friends group.

Begun Fall 2001 and anticipate completion by Summer 2002.

Gateways Contact: Marion Huber ([Mhuber@chesapeakebay.net](mailto:Mhuber@chesapeakebay.net)).

Friends Contact: Ron Tillier ([rontillier@hotmail.com](mailto:rontillier@hotmail.com)).

County Highway Department Contact: Erin Thomas (410-228-2920).

Estimated cost: \$60,000.

- Construction of Two Walking Trails totaling 4.4 miles

To be funded by grants from Chesapeake Bay Gateways (estimated to be \$33,000 or 44%) and Waterfowl Festival (estimated to be \$30,000 or 40%). The Friends will also



provide in-kind matching with necessary labor valued at \$3,000 as part of a Gateways grant application.

The remaining \$12,000 shortfall will be sought through heritage area (estimated at 16%). Estimated cost: \$75,000.

Planned start date is Fall 2002. Planned completion is Spring 2003.  
Gateways Contact: Marion Huber (Mhuber@chesapeake.net).  
Waterfowl Festival Contact: Don Duncan (410-822-4567).  
Friends Contact: Ron Tillier (rontillier@hotmail.com).

- Construction of Addition to Visitor Center

To be funded by grants which Friends are currently seeking, federal dollars and private and public dollars. This will be a \$4 million dollar project which the Friends anticipate will begin in the fall of 2002 and be completed by 2005.

Friends Contact: Ron Tillier (rontillier@hotmail.com).  
USFWS Contact: Glenn Carowan (410-228-2692, ext. 101).

- Additional Paddling Trails (approximately 25 miles)

Preliminary plans under development.  
Estimated Project cost: \$60, 000.  
Estimated time period: 2003-2004.  
Friends Contact: Ron Tillier (rontillier@hotmail.com).

- Other Projects

Numerous other projects being considered by the Friends at the present time which have not been researched; re: costs and timing (but are anticipated to be completed in the next five years) are:

- Handicap Accessible Observation Platform
- Educational Demonstration Forest Area
- Native Plants Program
- Educational Laboratory for use by Teachers and Students
- Educational Bat Towers
- Time Capsule
- Exhibit Enhancements

## **6. Projects Central to the Success of the TIZ**

The projects listed under 5 above are essential to the continued growth and the accomplishment of the Refuge's and Friends' objectives and are also fundamental to increased tourism in the county.

## **7. New Projects for the TIZ**

The project which is in need of immediate funding and the one which the Friends would ask be funded is:

- Construction of Two Walking Trails totaling 4.4 miles

To be funded by grants from Gateways (estimated to be \$33,000 or 44.0%) and Waterfowl Festival (estimated to be \$30,000 or 40%). Friends' will also provide in-kind matching with necessary labor valued at \$3,000 as part of our Gateways grant application.

The remaining \$22,000 shortfall would be sought through the TIZ, if approved (estimated to be 18%).

Estimated cost: \$15,000.

Planned start date is Fall 2002.

Planned completion is Spring 2003.

Waterfowl Festival Contact: Don Duncan (410-822-4567).

Gateways Contact: Marion Huber (Mhuber@Chesapeake.net).

Friends Contact: Ron Tillier (rontillier@hotmail.com).

## **8. Current Revitalization Designations in TIZ**

No known revitalization designations have been given to this TIZ.

## **9. TIZ Boundary**

The TIZ boundary would be the Refuge boundary.

## **10. Potential Certified Heritage Structure in TIZ**

The building which will be affected is the Visitor Center. It will involve the addition of wings to the present structure, administrative offices, auditorium, additional exhibit area, waterfowl library, enlarged bookstore and possibly a wing for the South Dorchester Folk Museum. This is not a designated historic structure but the visitor center is critical to supporting tourism goals. The addition will provide the basis for increased educational and recreational opportunities for visitors. If designated a CHA, rehabilitation of the existing building will be eligible for the historic tax credit. New construction will not be eligible.

Linthicum House (c. 1900) is eligible for listing on the National Register of Historic Places.

## **11. Means of Support and Potential TIZ Partners**

Other resources will include contributions by the staff of the Refuge, private donations of items and dollars to support the Folk Museum and the exhibit in the Center. Management of the Center will fall under the auspices of the Refuge and will be augmented by the Friends of Blackwater and volunteer staffing. The Friends of Blackwater will act as a sponsor and will provide necessary and requested economic performance data and will also organize the local oversight, management and partnerships required. At the present time, there is a commitment of \$899,000 toward beginning the expansion of the Visitor Center by the U.S. Fish and Wildlife Service. It is the plan of the Friends of Blackwater to seek additional funds from governmental agencies as well as private and corporate sources.

With respect to the walking trails project, the Friends anticipate approval of two grant requests which have already been submitted. The Friends expect \$30,000 from the Waterfowl Festival. The Friends are seeking matching funds plus \$3,000 (matched by in-kind labor from the Friends) from Gateways (\$33,000). It is hoped that the remaining necessary funds will be received by virtue of delineation of the area as a TIZ (\$12,000).

## **12. Demonstration of TIZ support for Heritage Area**

The delineation of this TIZ will definitely be supportive of the goals of the heritage area. The exhibits and library alone will provide the basis for increasing the ability of the Refuge to broaden its mission of interpretation and education and the proposed walking trails with an interpretive manual will similarly enhance Interpretive activity.

## **13. Demonstration of Support for TIZ**

The tight timeline involved with the nomination deadline has precluded the Friends from obtaining the requested letters of support; however, the Friends group has been the recipient of numerous donations from organizations throughout the state and throughout Dorchester County. Examples of past and current partners are the Elks, American Legion, the Nathan Foundation, National Aquarium, Gateways and Waterfowl Festival.

The County Commissioners have supported the group relative to the radio station previously mentioned and also in providing space on its communications tower to allow for broadcast of eagle/osprey cam projects at the Refuge. Specific letters of support can be obtained if required.

**INSERT BLACKWATER MAP**

## Later Phase Target Investment Zones

Other TIZs are anticipated, but are currently in their embryonic stages. Much more planning and development will be needed. The following two, plus later-phase TIZs discussed for Cambridge above, will be developed in the next few years.

### Dorchester Historical Society Target Investment Zone

#### 1. Location of proposed Target Investment Zone

Dorchester County Historical Society. Because it is a single property, this may be included as part of a larger TIZ, non-contiguous in nature.

#### 2. Nominating Organization's Information

Dorchester County Historical Society  
902 LaGrange Avenue  
Cambridge, MD 21613  
Contact Person: Thomas Collins, President  
t: 410-228-7953  
f: 410 228-2947  
[dchs@fastol.com](mailto:dchs@fastol.com)

#### 3. Vision and Significance

The Dorchester County Historical Society, with its museum, collection of historic resources, and role in the community as a repository of the county's historical records, is one of the central interpretive venues in the heritage area. Founded in 1950, the Society's mission is to harbor the historical material of the county, making it available to residents and visitors alike. The Society complex consists of the Meredith House, a brick plantation house constructed in 1760 and recently restored; the Goldsborough Stable, built circa 1790 and moved to the grounds; the Stronghouse, a 19<sup>th</sup>-century storage structure, and the Neild Museum. The museum focuses on the people of Dorchester County, their lifeways, and the role that maritime industries and agriculture played in shaping the community.

The Society, which consists of 500 members, 20 volunteers, and 1 staff person, has completed a long-range plan. The plan is currently being implemented. Participation in the heritage area as a Target Investment Zone will greatly aid in the further implementation of the plan. In turn, the Society is well positioned to serve as a key hub of interpretation and programming for the heritage area. The Society sponsors a Maryland Pilgrimage of historic resources in the county. The area is zoned residential.

Interpretation and programming offered through the museum and buildings of the Society's complex includes connections to the themes: Harriet Tubman and Eastern Shore African American History; Chesapeake Landscapes and Outdoor Adventure; Working Waterfront Villages; Agricultural Life; Dorchester Families and Traditions; American Indian Heritage; and Dorchester History, Architecture, and Artifacts.

#### 4. Public and private development activities: past five years in proposed TIZ

The Society is completing the stabilization and rehabilitation of the Meredith House. The house will serve as a central attraction of the Society.

#### 5. Activities planned in proposed TIZ, for the next five to ten years

The following activities are discussed in the Society's long-range plan:

- Major Capital Improvements – The Society will undertake the following:
  - Meredith House - complete the stabilization and rehabilitation
  - Neild Museum - expand the museum
  - Shoal Creek parcel – develop the parcel for water access to the Society grounds
  - Additional property – have acquired additional, adjacent property
- Site Improvements – The following improvements will be made to the grounds of the complex:
  - Building, grounds, and exhibit improvements – improve landscaping, systems, and exhibits; establish gift shop
  - Spring house restoration
  - Stronghouse exhibit development
  - Construction of new artifact storage, new meeting space, and a parking area
  - Bury utilities
  - Stable protection and enhancement
- Operational/Organizational Initiatives – The following initiatives are planned to build the organization and its operational structure:
  - Undertake an analysis of the future needs of the museum, house, and Goldsborough stables
  - Develop programs for leadership building, volunteer recruitment and training, oral history, fundraising and marketing, genealogy, and document preservation.

## **6. Projects Central to the Success of the TIZ**

All of these project are central to the success of the Society and to the TIZ.

## **7. New Projects for the TIZ**

To be determined.

## **8. Current Revitalization Designations in TIZ**

The Society complex is located within the Priority Funding Area of Cambridge. The Maryland Historical Trust holds an easement on the Meredith House.

## **9. TIZ Boundaries**

The TIZ boundary will be the boundary of the Society complex.

## **10. Potential Certified Heritage Structures in TIZ**

The Neild Museum and the Goldsborough Stable are likely Certified Heritage Structures.

## **11. Means of Support and Potential TIZ Partners**

The Society will be primarily responsible for hosting the TIZ and provide planning, development, and funding, in coordination with the heritage area.

## **12. Demonstration of TIZ support for Heritage Area**

To be developed.



## **Taylor's Island Target Investment Zone**

### **1. Location of proposed Target Investment Zone**

Taylor's Island village and environs.

### **2. Nominating Organization's Information**

Grace Foundation of Taylor's Island  
5110 North Drive  
Cambridge, MD 21613  
Contact Person: John Neild  
t: 410-228-6175

### **3. Vision and Significance**

Taylor's Island was one of the earliest settlements in Maryland and in Dorchester County. With easy and protected access to the Chesapeake Bay, the water-oriented community developed a strong identity. To a remarkable extent, the historic character of the island has survived the centuries.

Key resources in the TIZ include the properties owned by the Grace Foundation of Taylor's Island, which are listed in the National Register, including Bethlehem Church, the original Dorchester County Schoolhouse, and the Chapel of Ease. Other resources in the Taylor's Island area are the Taylor's Island School, which houses the Taylor's Island Museum, the Taylor's Island Country Store, a commercial operation still open for business, and the Becky Phipps Cannon from the War of 1812.

Interpretation and programming on Taylor's Island can include connections to the themes: Chesapeake Landscapes and Outdoor Adventure, Working Waterfront Villages, Agricultural Life, Dorchester Families and Traditions, and Dorchester History, Architecture, and Artifacts.

### **4. Public and private development activities: past five years in proposed TIZ**

Punch Island Road Redevelopment – The county and state have worked to rehabilitate this old road to allow public access to the bay. The construction of a fishing pier is proposed.

### **5. Activities planned in proposed TIZ, for the next five to ten years**

- Taylor's Island Museum – The museum will rehabilitate its structure and upgrade its facilities. Funding sources and cost estimates have not yet been developed.
- Bethlehem Church – The Grace Foundation will rehabilitate the Bethlehem Church. Funding sources and cost estimates have not yet been developed.

### **6. Projects Central to the Success of the TIZ**

Taylor's Island Museum – enhancement and rehabilitation.

### **7. New Projects for the TIZ**

To be developed.

### **8. Current Revitalization Designations in TIZ**

The Grace Foundation of Taylor's Island complex is listed in the National Register.

#### **9. TIZ Boundaries**

Taylor's Island Village – The vicinity of the Taylor's Island bridge, the area surrounding the intersection of Robinson's Neck Road and Hooper Neck Road, and the area on Hooper Neck Road encompassing the Grace Foundation of Taylor's Island complex.

#### **10. Potential Certified Heritage Structures in TIZ**

Taylor's Island School (Museum), the Dorchester County Schoolhouse, the Chapel of Ease, Bethlehem Church, Taylor's Island Country Store, and possibly others to be identified when the TIZ is more fully planned and developed.

#### **11. Means of Support and Potential TIZ Partners**

The Grace Foundation will be the primary host of the TIZ with the support of the heritage area.

#### **12. Demonstration of TIZ support for Heritage Area**

To be developed.

## **21.0 Action Plan**

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Certification of the Heart of Chesapeake Country Heritage Area and the adoption of its strategies are just beginnings of strengthening tourism based on the heritage resources. Each strategy is a framework for identifying actions, programs and developments that will follow. Each strategy will require detailed planning, staffing, funding and implementation.

The management entity described in Section 18.0 has the overall lead responsibility to implement the plan. However, elements of the management plan will be carried out by many different partners. These partners were identified earlier in the plan, in Section 10.0. They include local, state, and federal government, private non-profit organizations and the for-profit tourism stakeholders that provide many of the accommodations and services for visitors. All will need to work together.

This plan requires extensive cooperation and partnering. The management entity, or board, must keep efforts moving and priorities in mind. The board leads the efforts with the Maryland Heritage Areas Authority, which will be involved in implementing much of the plan. However, many other institutions, agencies and stakeholders will also be involved. The board will need to operate as a clearinghouse, helping partners develop programs, identifying sources of money, assisting applications and working with organizations both within and outside of the county.

### **Organization**

The first stage in implementing the plan is to create the organization needed.

- Establishing the Management Board – The County Commissioners must legally establish the Heart of Chesapeake Country Heritage Area Management Board and appoint their two members. Each of the municipalities must designate its representative. Then the eight designated members must meet and select the three community representatives. The board should then meet to adopt procedures, bylaws, appoint a director and begin operations. The county will fund operating costs and staff to the board.
- Adopting Procedures and Processes – A major role of the board will be to keep the public informed, organize participation and direct implementation. Its role is primarily coordination. It should develop programs for public education, workshops, publications and partnering. It should establish formal channels for communication and regular contact with local governments. This is a public agency, which must operate as such.
- Communications – The board should develop a manual of assistance programs, maintain a clearinghouse for information about the program, publish a periodic newsletter and prepare an annual report.
- Promotion of the Plan – The board should schedule a series of public presentations of the plan to inform the public and partners about the opportunities included there.

### **Implementing the Strategies**

Table 21A, which follows, summarizes the strategies for the plan and indicates how they will be implemented. The matrix shows the term for implementation, operating and capital costs (when known), the lead implementer and the partners who will be involved.

The term is an estimate of the time frame it will take to complete the strategy. Short can be implemented within a year; medium is a time frame of one to two years; and long is three to five years. Long term projects, however, can be initiated in the short term.

Many of the strategies are interrelated and can be developed together. Some initial activities of the authority are illustrated below.

- Conduct a Survey of Sites and Trails – The board should sponsor a reconnaissance of the scenic routes, major trails, communities and heritage sites to identify locations for scenic overlooks, on-site interpretation and visitor services and accommodations.
- Sponsor Design Prototypes – The board should commission design of signage, wayfinding, interpretive kiosks and exhibits which can be used throughout the heritage area.
- Develop Packages and Services – The program should begin to develop packaged tours, identify opportunities for guides and outfitters and solicit entrepreneurs for the area. It should work with the Hyatt Resort in preparing these and encourage their marketing at the Sailwinds Visitor Center.
- Initiate Contacts with Key Partners – The program should initiate contacts with the various partners and actors who will need to take leadership in implementing the key elements of the plan. These include the museums, Blackwater NWR and Cambridge. It should facilitate a meeting among the stakeholders at Sailwinds to stimulate completion of that project.

There are numerous short and long term projects that can be initiated as soon as the area is certified even without significant additional funding.

## **Developing in the TIZs**

The strategies link well with the proposed actions within the Target Investment Zones. The program will provide support for the activities scheduled in these.

Cambridge is a prime location for investment and rehabilitation. The City Center is the location of several existing and proposed attractions. Program support for museums, events, rehabilitation and redevelopment will assist both the City and tourism.

Vienna is a prime site for interpretation, public spaces, museum development, a general store and other redevelopment. Rehabilitation of historic structures can be very beneficial here.

Bucktown Village, with its links to Harriet Tubman, has significant potential. The planned rehabilitation of the store, development of tourism services and added interpretation will contribute to the heritage area.

Blackwater NWR is the premier heritage attraction at this time. Adding to the visitor center, developing trails and increasing interpretation are important. Encouraging concessions can greatly increase the attraction of the reserve and provide new experiences to travelers.

The strategies of the plan are practical, feasible and realistic. The board can begin immediately to implement the plan after its approval by the Maryland Heritage Areas Authority.