Maryland Heritage Areas Program
Charting A Sustainable Course for the Next Decade: 2010-2020

Approved by the Maryland Heritage Areas Authority
October 2009

A 10-YEAR PLAN FOR SUSTAINABILITY

Defining management and programmatic goals,
with recommended strategies, operating policies and
procedures, timelines, and evaluation systems for
implementation.

MARYLAND

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Skipjack Nathan of Dorchester, Heart of Chesapeake Country Heritage Area

Introduction

Since its creation in 1996, the Maryland Heritage Areas Program has enjoyed steady growth, enthusiastic private and public support, and a record of achievement. Each of Maryland's 11 Certified Heritage Areas (CHA) is defined by a distinct focus or theme and exhibit tangible evidence of the area's heritage in historic buildings and districts, archaeological sites, cultural traditions, singular natural landscapes, as well as other resources such as museums, parks, and traditional ways of life as revealed in food, music, and art.

Since the program's inception, the Maryland Heritage Areas Authority (MHAA) has awarded over $18 million in financial assistance and leveraged approximately $70 million in non-state funds for heritage tourism projects and activities. The program's intense planning process has been invaluable as an impetus for national, regional and local cooperation – bringing citizen, government, and business interests together. Collaboration among sister state agencies serving on the MHAA and its Technical Advisory Committee is a cornerstone of the program's success.

Strategic Planning Process

Recognized with a Preserve America Presidential Award in 2007, the Maryland Heritage Areas Program is a national model for heritage tourism development. Strategic planning provided a framework for evaluation and will ensure effective and efficient use of resources in the future. In the spring of 2008, MHAA initiated development of a strategic plan for the program. Generously funded in part by a National Park Service Preserve America grant, primary objectives included:

- Assessment of the progress made in accomplishing the purposes of the Program's authorizing legislation and goals to date;

- Analysis of the strengths and challenges of the Program's organizational framework and identification of the critical ingredients for sustaining success;

- Development of program performance measures; and,

- Identification of concrete strategies with short, mid, and long term implementation steps that will permit the program to advance its

tourism and preservation agenda over the next 5 to 10 years.

The National Trust for Historic Preservation's Heritage Tourism Program was selected as the consultant to lead this project. The team included Hargrove International, Inc./The HTC Group; Davidson-Peterson Associates, Inc., a division of Digital Research, Inc.; and the NTHP Southern Field Office.

The planning process was overseen by a Strategic Plan Action Team (SPAT) consisting of members and staff of MHAA and representatives of the Maryland Coalition of Heritage Areas (MCHA), the Maryland Association of Destination Marketing Organizations, the Maryland Byways Program, and the National Park Service.

Development of the strategic plan included extensive outreach to program partners and stakeholders to conduct a comprehensive evaluation of the program's performance and to identify a desired future direction. Research included:

- Interviews with the eleven Heritage Area executive directors, members of four Heritage Area boards of directors, and representatives of multiple affinity organizations (e.g., Preservation Maryland, Maryland Main Street Program, Eastern Shore Land Conservancy).

- Four stakeholder work sessions – in Easton, Prince Frederick, Baltimore City, and Boonsboro.

- An online survey of stakeholders to gather feedback regarding program successes, weaknesses and opportunities.

- A series of meetings with four Heritage Area executive directors to develop and evaluate performance measures.

- An online survey to solicit input from visitors and prospective visitors to guide the development of statewide interpretive themes and stories.

- Identification of best practices from other state and federal heritage tourism programs.

Questions posed in the strategic planning process included:

- What makes the Heritage Areas Program different from other state-funded programs?

- How are Heritage Areas uniquely positioned to bring added value to the core missions of preservation and heritage tourism development?

Three areas were identified as the basis for measuring success over the next 10 years:

1. Developing Heritage Tourism Product – Heritage Areas lead or initiate the creation of new or enhanced place-based (archaeological, historic, cultural, natural) experiences for visitors and Maryland residents. Heritage Areas focus on the

Washington Monument, Baltimore City Heritage Area

Sandy Spring Museum,
Montgomery County Heritage Area

sustainability and capacity of heritage tourism products so their partner Destination Marketing Organizations (DMO) have more to market to the consumer and so Maryland residents have better communities in which to live.

2. **Building Partnerships** – Heritage Areas work to engage all partners and leverage resources. They work to bring both common and uncommon partners together to focus on projects of mutual benefit. Heritage Areas bring disparate state and local entities together around a common, local vision. Heritage Areas help to build organizational capacity, understanding and access to financial and technical assistance.

3. **Sustaining Regional Identity** – Heritage Areas provide

a connection to place that showcases each area's distinctive archaeological, cultural, historic, and natural assets. They apply an approach that is unique to, and respectful of, local geography. Through the projects and events that they host or encourage, Heritage Areas sustain, respect, and celebrate the heritage of an area, making it relevant to both present and future generations.

Based on findings during the project's research phase, the consultant team recommended a detailed list of strategies for review by the SPAT. The SPAT members then reviewed and refined these strategy recommendations over a series of meetings in the spring and summer of 2009. The MHAA adopted the plan on October 15, 2009.

Implementation of the 2010-2020 Strategic Plan promises to result in a re-invigorated and more intensely focused Maryland Heritage Areas Program that is better prepared to meet the challenge of managing a mature system of state Heritage Areas and sustaining that system over time.

Goals of the Maryland Heritage Areas Program

The goals of the Maryland Heritage Areas Program remain as relevant today as they were when first articulated in the 1997 Program booklet *The Maryland Heritage Preservation and Tourism Areas Program*.

To enhance the visitor appeal and enjoyment of the state's history, culture, natural environment, and scenic beauty by enhancing 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.

Five Components of the Strategic Plan

The 2010-2020 Strategic Plan is divided into five component parts – management, stewardship, heritage tourism marketing and development, communication and performance evaluation. Specific strategies and an accompanying timeline for implementation over a 10-year period are included in each section. Key elements of each section are:

1. Management

Management of the Maryland Heritage Areas Program is accomplished through a partnership between the MHAA, the Technical Advisory Committee, and the local management entities that lead the State's eleven Certified Heritage Areas. Heritage Area management entities may take the form of a non-profit or an agency of local or state government. Management plans developed by each Heritage Area provide the framework for action but do not provide specific required steps. Strategies in this section will link the management plans to daily activities, assist in building strong Heritage Area boards and provide a system for documenting measurable results. Strategies include:

- Heritage Areas will develop a five-year action plan and annual work plans based on a comprehensive review of the management plan. Plans will be included with submission of management grant applications to MHAA.

- Management Grants will be linked to performance evaluations beginning in FY2014.

- Heritage Area management entities will receive assistance from MHAA to build strong boards that meet standards of board operations and are actively involved in ensuring the financial solvency and sustainability of the Heritage Area.

- MHAA will create or revise policies including the addition of representatives from the Departments of Agriculture and Education to MHAA and TAC, completion of state agency program statements and creation of a process for decertification of Heritage Areas.

2. Stewardship

While preservation of cultural, historic and natural resources is identified as a core component of the Maryland Heritage Areas Program, there has been little activity in this area. Strategies described in this section are designed to improve access to funding for archaeological and natural resource conservation projects, enhance Heritage Areas' role in supporting preservation and conservation activities and strengthen partnerships between Heritage Areas and local, state and national preservation and conservation organizations. Strategies include:

- A revised version of the project grant application will increase emphasis on archaeological and natural resource conservation projects that impact the visitor experience. Grant applicants will address how their project is environmentally sensitive through

Fort McHenry National Monument and Historic Shrine, Baltimore City Heritage Area

its design, construction materials or procurement practices. Applicants will be encouraged to utilize GreenPrint, State and Local Land Preservation Parks and Recreation Plan (LPPRP), annual Program Open Space plans and state and nationally designated byway and trail management plans to assist in targeting requests for resource conservation funds.

- MHAA and Heritage Areas will evaluate and improve promotion of Target Investment Zones (TIZs) and encourage more capital grant applications within TIZ boundaries.

- Heritage Areas will incorporate plans to address archaeological and natural resource conservation and historic preservation in the five-year action plans and annual work plan. Planning will include identification of conservation groups to partner with and coordination with Historic Preservation Commissions and/or non-profit preservation organizations on the protection and enhancement of sites, structures, districts, or landscapes which are deemed to be of historic, archeological, or architectural significance.

- MHAA staff will assist management entities to work with local planning offices on comprehensive plans, Local Land Preservation Parks and Recreation Plan and Open Space Plans.

- Heritage Area management entities

will become proactive champions for preservation and protection of historic, archaeological and natural resources. Strategies include having at least one natural resource conservation representative on the board of directors, working with local historic preservation and archaeological and natural resource conservation organizations to identify and communicate key

Indian Village at Jefferson Patterson Park and Museum, Southern Maryland Heritage Area

stewardship issues to Heritage Area stakeholders, hosting or co-hosting educational programs and events related to preservation and conservation best practices, including information on websites about activities, events or programs for local residents and visitors, and joining Partners for Open Space (POS) and become engaged in POS activities.

*Piney Point Lighthouse Museum and Park,
Southern Maryland Heritage Area*

• MHAA will communicate the importance of preserving historical and cultural resources and the conservation of archaeological and natural resources by using the Heritage Area resource website to provide information on local, regional and state preservation and conservation organizations with appropriate website links and sponsoring or co-sponsoring educational programs for Heritage Areas on best practices in the areas of historical and cultural resource preservation and natural resource conservation.

3. Heritage tourism marketing and product development

One of the most significant findings of the market research component of the strategic planning process involved how Heritage Areas are perceived in the marketplace. As part of the online survey of Maryland visitors, visitors were asked how much more or less likely they would be to visit a site within a Heritage Area than a similar site outside of a designated Heritage Area. The response to the presence of a Heritage Area was overwhelmingly positive. This section addresses how to improve partnerships between Heritage Areas, local DMOs, and the Maryland Office of Tourism and how to support development of heritage products that will enhance the visitor experience. Strategies include:

• Management entities will communicate the existence of the Heritage Area to visitors through the creation of marketing messages using Heritage Area interpretive themes as the foundation and identifying opportunities to communicate the Heritage Area name and marketing message.

• Website development will include: MOTD will develop and host a highly interactive, GIS-based visitor experience map showcasing Heritage Areas along with Maryland's Byways, Arts and Entertainment Districts, Main Streets and other cultural heritage attractions; Heritage Area websites will include an information section for visitors, and DMO websites will include links to Heritage Area web sites and the MOTD portal page.

• The Maryland Heritage Areas Program will maintain a strong partnership with the Maryland Office of Tourism (MOTD). MHAA and MOTD will jointly host an annual meeting of Heritage Area directors and DMO representatives to discuss product development opportunities prior to upcoming grant cycles. MHAA will explore sponsorship of a Heritage Area award category at the Governor's Annual Tourism Conference. MOTD will also require that DMO marketing plans submitted to the agency for funding reflect review by the Heritage Area management entity and address how the Heritage Area product will be marketed.

• The Coalition of Heritage Areas will select one Heritage Area executive director to serve on the MOTD Visitor Experience Team and to

serve as a conduit for information between MOTD and the Heritage Areas regarding opportunities to participate in planning and promotions.

- Heritage Area management entities will build strong partnerships with DMOs by inviting a DMO representative to serve on the Heritage Area board, creating a marketing committee, obtaining DMO input into Heritage Area work plans and sharing work plans and end-of-year reports.

- MHAA will monitor and evaluate the effectiveness of marketing grants over a five-year timeline and will permit the use of MHAA mini-grants to support marketing activities.

- The Maryland Heritage Areas Program will facilitate product development, interpretation and enhancement through hosting or co-hosting training workshops which will be publicized through a calendar of training opportunities.

- MHAA will periodically survey the public on the resonance of Heritage Area themes.

4. Communication

A primary goal of the strategic planning process was to develop a "system of Heritage Areas" to strengthen individual Heritage Areas and raise the profile of Maryland's Heritage Areas among stakeholders, residents and visitors. Strategies in this section are designed to implement systems that will communicate the intent and importance of Heritage Areas and provide resources to strengthen and support management entities. Strategies include:

- MHAA will develop a brief, easily communicated statement defining Maryland's Heritage Areas.

- Program partners will use the definition as the basis for communications statements: media pitch, funding proposals and a brief response to inquiries ("elevator" pitch).

- MHAA will implement strategies including creation of a web-based communications system to enhance communication among all partners and to create a clearinghouse of information and resources about and for Maryland's Heritage Areas including a resource guide for grants, programs, technical assistance and partner contacts, and development of a brochure to explain the program to stakeholders.

- MHAA will increase communication between and among MHAA, MHAA staff and Heritage Area management entity boards by sharing board meeting minutes and correspondence, inviting board chairs to attend MHAA meetings and engaging boards in the annual internal evaluation of the program.

5. Systems for Meaningful Performance Evaluation

Performance measures are needed to evaluate management effectiveness and program outcomes. Success must be defined both collectively – using performance indicators that all Heritage Areas will collect and analyze – and individually – to demonstrate local "on the ground" performance that resonates with core audiences. In addition, the performance evaluation will occur internally to help identify ways to improve or adjust the program overall or for specific Heritage Areas, and externally to interpret the performance results for target audiences.

Urban Ranger, Baltimore City Heritage Area

Four performance measure components are identified for the Heritage Areas Program:

1. An internal evaluation of how the Program is performing - MHAA will lead a 360º internal evaluation for all partners engaged in the implementation and oversight of the Program to identify strengths, weaknesses, and areas for improvement. Performance targets will be established to assess partners' performance.

2. Evaluation of Heritage Area management entity performance – MHAA will establish annual performance targets for Heritage Areas including management capability factors, annual work plan alignment with the management plan and accomplishments of metrics. Heritage Area management grant final reports will include the submission of direct performance measure data.

3. Evaluation of Program impact – Management entities will report on the amount of measurable activities and intangible contributions completed in the annual work plan.

4. Measurement of the Program's return on investment - Management entities will report on the amount and percent of funding leveraged by those activities outlined in the annual work plan, listing all grant/revenue sources to identify a ratio to MHAA funding. MHAA will seek credible and satisfactory ways to measure the Program's overall return on investment (ROI) including the economic impact of grants, mapping of investment and visitor satisfaction surveys. MHAA staff will incorporate performance evaluation findings into the MHAA Annual Report.

MESSAGE FROM THE CHAIRMAN

I am pleased to present the Maryland Heritage Areas Authority's (MHAA) 2010 – 2020 Strategic Plan, which charts an ambitious course for the Maryland Heritage Areas Program's work over the next ten years.

Heritage Areas are important partners in Maryland's efforts to encourage smart and sustainable growth. Heritage Areas support protection of communities' treasured landscapes while at the same time investing in heritage tourism destinations that encourage visitors to stay longer and spend more money in our cities and small towns. Heritage Areas' targeted approach to heritage tourism development efforts is unique. Built on a collaborative and interdisciplinary approach to planning for resource protection, enhancement, and economic growth, Maryland's Heritage Areas Program stands out as a national model.

The 2010-2020 Strategic Plan maintains the seven goals that were established in 1997 to guide development of the Maryland system of Heritage Areas, identifies opportunities to build upon the success of the Maryland Heritage Areas Program, and outlines how we may better express the results of our work in the coming years. While some of the proposed program improvements will be implemented immediately, others will be undertaken according to a more gradual timeline.

Creation of this Plan required significant collaboration with our federal, state and local partners. Funding for the project was provided, in part, by the Preserve America matching grant program. Administered by the National Park Service, Preserve America is a federal initiative that encourages and supports community efforts to preserve and enjoy our priceless cultural and natural heritage. Notably, Preserve America recognized the Maryland Heritage Areas Program with a Preserve America Presidential Award in 2007.

Development of the Plan was overseen by the Strategic Plan Action Team, which included members of the Maryland Heritage Areas Authority, the Maryland Coalition of Heritage Areas, the Maryland Association of Destination Marketing Organizations, the Scenic Byways Program, and the National Park Service. Their commitment to this project was extraordinary and much appreciated.

The input of Program stakeholders was also critical to the development of the Plan. I am particularly grateful to those members of the public who responded to our written and electronic surveys, attended the series of work sessions that were held around the state, and provided feedback by phone and email regarding the impact of the Heritage Areas Program on their communities.

This Plan lays the foundation for development of the Maryland Heritage Areas Program over the next decade. We will need the continuing support of our partners and stakeholders as we undertake efforts to strengthen the state's Heritage Areas as destinations that both residents and visitors enjoy.

Matthew J. Power
Chairman, Maryland Heritage Areas Authority

Matthew J. Power, Chairman, Maryland Heritage Areas Authority

I. BACKGROUND AND INTRODUCTION

History of the Program

The Maryland Heritage Areas Program was created in 1996 to help communities use heritage tourism to strengthen their economies through the development, protection, and promotion of local cultural, historical, and natural resources.[1] Over time, this system of Heritage Areas has enjoyed a period of steady growth, enthusiastic private and public support, and a record of achievement. Today, 23 counties and Baltimore City have Heritage Areas within their boundaries.

Blackwater Wildlife Refuge, Heart of Chesapeake Country Heritage Area

Each of Maryland's current eleven Certified Heritage Areas (CHA) is defined by a distinct focus or theme that makes that place or region different from other areas in the state. These distinctive places exhibit tangible evidence of the area's heritage in historic buildings and districts, archaeological sites, cultural traditions, singular natural landscapes, as well as other resources such as museums, parks, and traditional ways of life as revealed in food, music, and art. The "special flavor" of each Heritage Area attracts not only out-of-state visitors, but locals who want to learn more about their heritage and take

pride in their community's unique sense of place.

Accomplishments of the Program have included both increased financial investment in heritage resource protection and enhancement activities as well as increased collaboration between stakeholders at both the state and local level. Since the inception of the Program, the MHAA has awarded over $18 million in financial assistance and leveraged approximately $70 million in non-state matching funds for heritage tourism projects and activities statewide. The intense planning process required by the Program has been invaluable as an impetus for national, regional and local cooperation – bringing citizen, government, and business interests together for a common purpose. Collaboration among sister state agencies serving on the MHAA and its Technical Advisory Committee has been and will continue to be a critical component of the Program's success.

While accomplishing these goals remains integral to the success of the Maryland Heritage Areas Program, one of the questions posed throughout the strategic planning process was: what makes the Heritage Areas Program different from other state-funded programs? How are

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1 For the purposes of this document, the term "cultural resource" is meant to encompass cultural landscapes, archaeological sites, historical records, social institutions, expressive cultures, religious beliefs and practices, industrial heritage, folklife, music, and the arts, artifacts and spiritual places.

Goals of the Maryland Heritage Areas Program

The goals of the Maryland Heritage Areas Program remain as relevant today as they were when first articulated in the 1997 Program booklet *The Maryland Heritage Preservation and Tourism Areas Program.*

To enhance the visitor appeal and enjoyment of the state's history, culture, natural environment, and scenic beauty by enhancing 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.

Example: *Construction of the Lord Mayor's Tenement (see below), a two-story, two-room earth-fast structure, on the grounds of London Town House and Gardens, offers a unique opportunity to explore everyday life in a colonial port town during the first quarter of the 1700s. Funded in part by an MHAA grant, the building allows visitors to experience how a working family resident at London Town during the 18th century might have lived. Now the centerpiece of a vibrant living history program, MHAA support of this project was critical to bringing London Town's 18th century landscape alive for the visitor.*

Lord Mayor's Tenement Reconstruction at Historic London Town and Gardens, Four Rivers Heritage Area

Heritage Areas uniquely positioned to bring added value to the core missions of preservation and heritage tourism development? Again and again, responses to these questions could be boiled down to Heritage Area work in three key areas: developing heritage tourism product, building partnerships, and sustaining regional identity.

1) Developing Heritage Tourism Product – Heritage Areas lead or initiate the creation of new or enhanced place-based (archaeological, historic, cultural, natural) experiences for both visitors and Maryland residents. Heritage Areas focus on the sustainability and capacity of these heritage tourism products both so their local tourism offices, known as Destination Marketing Organizations (DMO), have more to market to the consumer and so Maryland residents have better communities in which to live.

2) Building Partnerships – Heritage Areas work to engage all partners and leverage resources. They work to bring both common and uncommon partners together to focus on projects of mutual benefit. Heritage Areas bring disparate state and local entities together around a common, local vision. Heritage Areas help to build organizational capacity, understanding, and access to financial and technical assistance.

3) Sustaining Regional Identity – Heritage Areas provide a connection to place that showcases each area's distinctive archaeological, cultural, historic, and natural assets. They apply an approach that is unique to, and respectful of,

local geography. Through the projects and events that they host or encourage, Heritage Areas sustain, respect, and celebrate the heritage of an area, making it relevant to both present and future generations.

These three categories of Heritage Area activity will become the principal basis on which the success of the Maryland Heritage Areas Program is measured over the next ten years.

Why Plan, Why Now?

Recognized with a Preserve America Presidential Award in 2007, the Maryland Heritage Areas Program has served as a national model for heritage tourism development. Yet much has changed since its creation over a decade ago. Responsible program management requires an evaluation of Program strengths, weaknesses and performance in order to ensure effective and efficient use of resources in the future. Strategic planning provides a framework for this review and will inform decision making about the direction and continued development of the Program over the next 5 to 10 years.

Goals

The Maryland Heritage Areas Program has been designed to enhance heritage tourism and local economies by preserving and promoting historic, cultural, and natural resources. Evidence of the Program's success in creating and enhancing heritage attractions can be experienced across the state. Clearly it is a popular program and past financial analyses have demonstrated that the Program provides a significant

return on investment.[2] Notwithstanding these accomplishments, it is now time to re-evaluate Program goals and progress in achieving them, ask whether these goals remain valid, and determine where the Program should focus its policy and funding initiatives over the next 10 years.

Organization

In addition to re-establishing consensus on Program goals and identifying concrete strategies for goal achievement, it is necessary to assess the Program's organizational framework both at the local and State level. At the local level, the sustainability of Heritage Area management entities has become a critical issue. Currently, the Program provides operating support to management entities for only 10 years following certification. Most Heritage Areas have stated that they will cease to operate if this support is withdrawn. The Program must address the appropriate level and period of operating assistance by the State and how these funds can most effectively be used to leverage local government and private investment in Heritage Areas.

Besides these funding issues, it is also time for a broader discussion about the long term development plan for the Maryland system of Heritage Areas that addresses when and how Heritage Areas should expand and under what circumstances they might dissolve. At the State level, the composition of the MHAA, which leads the Program, and the MHAA Technical Advisory Committee (TAC), which supports MHAA, requires review.

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2 *Maryland Heritage Areas Authority. Investing in Our Communities: Maryland's Heritage Areas Program. Crownsville, MD: 2003.*

Of particular interest is an examination of the various state agencies which serve on the 17-member MHAA (Secretaries of Planning, Housing and Community Development, Transportation, Business and Economic Development, Natural Resources, Higher Education Commission, and State Historic Preservation Office), how these agencies' programs are and should be intersecting with the Heritage Areas Program, and what additional state agencies should be engaged in the Program and potentially represented on MHAA's board.

Evaluation

Finally, the development of uniform performance measures to assist the Program in demonstrating its success and identifying opportunities for improvement has been a long-standing need. While performance measures were developed at the outset of the Program, they proved to be difficult to collect or not really indicative of Program impact. New measures are required that are manageable at the local level, linked to the implementation of local Heritage Area management plans, and reflective of the direct effect of Heritage Area activity. The development of a user-friendly measurement process is necessary in order to evaluate both projects and management entity operations at the local level as well as performance by state agencies in supporting Heritage Area activities.

After a 13 year "construction" phase, it is time for the Maryland Heritage Areas Program to shift its primary emphasis away from building a system of Heritage Areas towards sustaining, refining, and

Example: *The Heart of the Civil War Heritage Area (HCWHA) took the lead in coordinating statewide efforts for the commemoration of the Sesquicentennial (150th anniversary) of the Civil War. HCWHA hosted two Planning Retreats involving all Maryland Certified Heritage Areas, as well as a range of stakeholders from across the state including the National Park Service, the Civil War Trails program, numerous State agencies including the Maryland Office of Tourism Development, Maryland Historical Trust, and Department of Natural Resources, County tourism offices, universities, and historical societies. Growing out of the planning retreats, HCWHA used MHAA and other funding sources to develop an Interpretive Framework Plan to guide statewide Civil War Sesquicentennial commemorative activities from 2009 through 2016.*

Example: *The Montgomery County Heritage Area's podcast driving tour of the county's Agricultural Reserve allows visitors to stand in the landscape today and imagine life long ago. Reconnecting the visitor to the county's agricultural heritage, this 61-mile scenic tour drives along many of this county's rural and rustic roads and leads to historic crossroads communities and along the Chesapeake & Ohio Canal. Although Montgomery County is known for its urban regions, this multi-media tool interprets and celebrates an often overlooked aspect of the County's heritage – the fact that it can boast one of the most successful farmland preservation programs in the U.S.*

Agricultural History Farm Park,
Montgomery County Heritage Area

increasing the effectiveness of the Program overall. Implementation of the 2010-2020 Strategic Plan will guide the Program in these efforts over the next 5 to 10 years.

Strategic Planning Process

In the spring of 2008, MHAA initiated development of a strategic plan for the Maryland Heritage Areas Program. The National Trust for Historic Preservation's Heritage Tourism Program was selected as the consultant to lead this project. The NTHP's Heritage Tourism Program team included Hargrove International, Inc./The HTC Group; Davidson-Peterson Associates, Inc., a division of Digital Research, Inc.; and the NTHP Southern Field Office. The planning process was overseen by a Strategic Plan Action Team (SPAT) consisting of members and staff of MHAA and representatives of the Maryland Coalition of Heritage Areas (MCHA), the Maryland Association of Destination Marketing Organizations, the Maryland Byways Program, and the National Park Service (see Appendix 1). Generously funded in part by a National Park Service Preserve America grant, the project's primary objectives included:

- Assessment of the progress made in accomplishing the purposes of the Program's authorizing legislation and goals to date;

- Analysis of the strengths and challenges of the Program's organizational framework and identification of the critical ingredients for sustaining success;

- Development of Program performance measures; and,

- Identification of concrete strategies with short, mid, and long term implementation steps that will permit the Program to advance its tourism and preservation agenda over the next 5 to 10 years.

Development of the strategic plan involved review and comparison of the Maryland Heritage Areas Program's performance history with best practices from other state and federal heritage tourism programs and significant public outreach to Program partners and stakeholders around the State (see Appendix 2). The consultant team interviewed eleven Heritage Area executive directors, members of four Heritage Area boards of directors, and representatives of multiple affinity organizations (e.g., Preservation Maryland, Maryland Main Street Program, Eastern Shore Land Conservancy). The team conducted four stakeholder work sessions – in Easton, Prince Frederick, Baltimore City, and Boonsboro – and conducted an online survey to gather feedback regarding Program successes and weaknesses. A second online survey was conducted to gather visitor input on the resonance of the Heritage Area brand and interpretive themes that could be used for cross promotion and development in Heritage Areas. In addition, the consultant team conducted a series of meetings with four Heritage Area executive directors to develop and evaluate performance measures.[3]

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3 Heritage Areas represented at these meetings included Anacostia Trails, Four Rivers, Heart of the Chesapeake, and Stories of the Chesapeake.

Development of the strategic plan also involved market research. Consultant team member Davidson-Peterson Associates conducted an online survey to solicit input from visitors and prospective visitors to Maryland Heritage Areas to guide the development of interpretive themes and stories for the Maryland Heritage Areas statewide. Survey objectives included: 1.) understanding patterns of leisure travel and planning in general; 2.) exploring historic interests and knowledge of heritage areas generally among Maryland visitors; 3.) reviewing trip characteristics and planning for recent travel in Maryland; 4.) learning what activities were participated in and what Heritage Areas were visited on the most recent Maryland trip; and, 5.) identifying what historic storylines and general themes visitors are most interested in exploring.

Based on all of these research findings, the consultant team recommended a detailed list of strategies for review by the SPAT. The SPAT members then reviewed and refined these strategy recommendations over the course of a series of meetings in the spring and summer of 2009. The MHAA adopted the plan in October 2009.

Organization of the Plan

The body of the 2010-2020 Strategic Plan is divided into five component parts which recommend strategies in the areas of management, stewardship, heritage tourism marketing and product development, communication, and performance evaluation. In each section, the strategies are presented in priority order and according to a proposed schedule for gradual implementation over

a ten-year period, according to short, mid, and long term goals. Each strategy section identifies the context and rationale for the proposed strategy, responsible parties and timeline for implementation, and expected beneficial results.

The plan appendices include information about the strategic planning process, resource materials referenced in each of the strategy sections, and research and reports generated as part of the planning process.

Implementation of the Plan

The work program included in the 2010-2020 Strategic Plan is designed to be ambitious. However, the reader should bear in mind that the plan will be implemented at a measured pace over a 10-year period. Flexibility in the plan's implementation timetable and, in some cases, in the application of proposed strategies will be necessary to achieve outcomes that will strengthen the Program rather than overwhelm or destabilize Program partners.

While change is never easy, it is necessary for growth. Implementation of the 2010-2020 Strategic Plan promises to result in a re-invigorated and more intensely focused Maryland Heritage Areas Program that is better prepared to meet the challenge of managing a mature system of state Heritage Areas and sustaining that system over time.

II. MANAGEMENT STRATEGIES

Management of the Maryland Heritage Areas Program is accomplished through a partnership between the MHAA, the Authority's TAC, and the local management entities that lead the State's eleven CHAs. Heritage Area management entities may take the form of a non-profit or an agency of local or State government. Management entities are charged with carrying out their work in accordance with their local MHAA-approved Heritage Area management plan, and annually apply to MHAA for matching grants to support their operations. Strategies included in this section of the plan address opportunities for improvement of program management practices at both the state and local level.

Section 1: Management and Operations

Strategy 2.1 Action & Work Plans. Heritage Area management entities will undertake a planning process that results in clearly defined, measurable goals and strategies linked to MHAA benchmarks. (See Section VI)

> **2.1.1 Five-year plan.** Heritage Areas will develop a five-year action plan.
> **2.1.2 Annual plan.** Heritage Areas will develop an annual work plan.

Heritage Area management plans are developed over a two to three year period, approved by all local jurisdictions located within the boundaries of a proposed Heritage Area, and subsequently incorporated in those jurisdictions' comprehensive land use plans. These management plans are designed to establish the foundation principles and direction for Heritage Areas rather than guide the daily or yearly activities of the management entities. Each clearly communicates a vision for the Heritage Area, a reason for designation, an inventory of assets, an accounting of existing tourism and preservation programs, and descriptions of desired outcomes in tourism development, preservation, and interpretation. Some plans also include implementation timelines, although these are generally categorized as: "short-term: 1-2 years," "mid-term: 2-4 years," and "long-term: 5 or more years." Management plans most often do not include specifics such as detailed action steps, assignments of responsibility, or budgets. Additionally, management plans are usually several hundred pages in length, making

Rock Run Mill, Lower Susquehanna Heritage Greenway

them difficult to reference on an on-going basis. In this regard, the utility of these plans as guiding documents on a day-to-day basis is limited.

While recognizing the extensive time, work, and expense that were devoted to developing each management plan, all plans have a shelf-life of 10-20 years provided that no significant changes take place during this time period. Rather than require a complete rewrite/update of management plans according to a fixed timetable, the Authority will require that Heritage Areas develop 5-year action plans (see draft template in Appendix 3) using the management plan as the foundation. As part of this process, management entities will be asked to consult with their DMOs on the content of the plan. Heritage Areas will submit the 5-year plan to the Authority for review and approval. This approach will accomplish several goals:

1. It will require Heritage Areas to complete a thorough review of what is in their management plans.

2. It will ensure that activities identified are oriented toward the goals set forth in the management plan and more clearly connect daily activities as well as grants to the management plan.

3. It will ensure that there is communication between Heritage Area management entities and their DMOs about Heritage Area activities.

4. It will maintain the usefulness of existing management plans while avoiding the lengthy and costly process of management plan revision.

Bladensburg Waterfront Park, Anacostia Trails Heritage Area

Subsequent to development of the five-year action plan, Heritage Area management entities will develop an annual plan of work. The annual work plans should follow the same outline as the five-year action plan, adding interim points included in checklists to ensure that progress is made on each action step. Heritage Area management entities will submit these annual work plans to MHAA as part of their management grant (formerly known as operating assistance grant) application. At the end of the year, Heritage Areas will report on work plan accomplishments as part of the management grant final report.

Timeline	Management Entity	MHAA
Short (1-2 years)	Develop a five year action plan; Consult with DMOs; Submit to MHAA for approval.	Finalize plan templates; Provide consultant support to Heritage Areas as needed to develop 5 year action plans; Approve plans.
Mid (3-4 years	Develop annual work plan; Consult with DMOs.	
Long (5-10 years)	Develop next five year action plan.	Approve plans.

Strategy 2.2 Management Grants. MHAA will support Heritage Area management entities with performance based Management Grants.

> **2.2.1 Change Grant Name.** MHAA will rename operating assistance grants as management grants to reflect the programmatic responsibilities of Heritage Area management entities.
> **2.2.2 Add Work Plan.** Heritage Areas will include the Heritage Area annual work plan with management grant application submittal to MHAA.
> **2.2.3 Link Awards to Achievements.** MHAA will link Heritage Area Management Grant awards to achievement of performance measures beginning with the FY2014 MHAA grant round.

MHAA began to award operating assistance grants to Heritage Area management entities in 2001 to pay for expenses related to staff salaries, office operations, contractual services, and communications. The original intent of these grants was to assist in establishing the local management entity with the agreement that funding from MHAA would decrease and eventually be discontinued and that local private funding would increase. During the research phase of the strategic planning process, stakeholders expressed widely varying opinions on the future of operating grants. Heritage Area directors, boards and other local stakeholders were adamant that the operating grants were essential. Others conveyed an understanding that operating dollars are difficult to raise; however, concerns were focused on being convinced that there is a good return on the investment of these dollars in furthering the objectives of the Heritage Areas Program both locally and from a statewide perspective.

The need to resolve the question of operating grants is critical to the future of the Heritage Areas Program. The uncertainty of their continuation and the unease in continuing the present system of operating grant awards is eclipsing the ability of stakeholders to envision the future of the program. Indeed, 83% of respondents to the online stakeholders' survey agreed completely or agreed somewhat with the statement "If state operating grants are reduced and eliminated as currently planned, most heritage area management entities will simply disappear."

Fort McHenry National Monument and Historic Shrine, Baltimore City Heritage Area
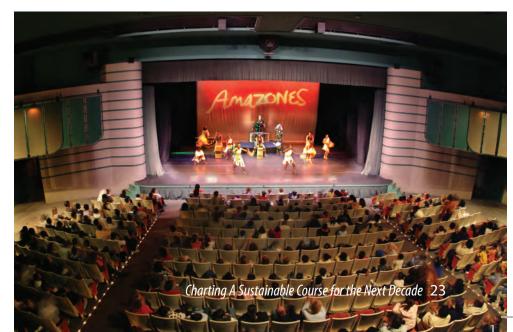
Development of a new policy on operating assistance grants requires, in part, a change in perspective. These funds should be understood as seed money that leverages a tremendous return on the state's investment. By providing state support for the most basic of operations, Heritage Areas are permitted to focus their entrepreneurial energy on doing what they do best – developing heritage tourism product, building partnerships, and sustaining regional identity. Continued support for Heritage Area operations, linked more directly to successful accomplishment of Heritage Area work in these areas, will result in the best Program outcomes.

Timeline	Management Entity	MHAA
Short (1-2 years)		Institute Management Grant name change; Identify how grants will be linked to program performance measures.
Mid (3-4 years)	Begin to submit annual work plan with Management Grant submittal.	Begin to require inclusion of annual work plan with Management Grant submittal.
Long (5-10 years)		

Strategy 2.3 Fundraising. Heritage Area management entities will create and implement a development plan, with assistance from MHAA.

> **2.3.1 Development Committees.** Heritage Areas will establish a Development Committee as part of the Heritage Area board of directors and conduct an internal review of current fundraising practices.
>
> **2.3.2 Development Plans.** MHAA will provide technical assistance to Heritage Areas in the creation of development plans.
>
> **2.3.3 Reserves & Diversification.** Heritage Areas will endeavor to have banked 3 months of operating funding and diversified operating funding sources at the end of five years.

Publick Playhouse, Anacostia Trails Heritage Area

Interviews with Heritage Area directors and boards revealed that they feel they cannot fundraise locally to support the Heritage Area due to a variety of reasons including lack of time, creating a competitive atmosphere with their partners, and lack of knowledge of how to fundraise. Improving Heritage Areas' ability to leverage non-state resources – through memberships, sponsorships, grant writing activities, and other means – will enhance their ability to achieve their goals. MHAA should assist Heritage Area management entities to develop their capacity to diversify sources of operating funding in order to grow the Program.

*Ridgeley Telephone Exchange Building,
Stories of the Chesapeake Heritage Area*

While flexibility in the application of this strategy will be necessary considering variations in Heritage Area management entity structure, all Heritage Areas will be expected to explore fundraising opportunities.

Timeline	Management Entity	MHAA
Short (1-2 years)	Form a Development Committee; conduct internal review; create development plan; incorporate plan into management structure.	Provide assistance.
Mid (3-4 years)	Implement plan; report on progress as part of management grant application.	Provide assistance.
Long (5-10 years)	Evaluate success and adjust plan as necessary.	Evaluate success.

Strategy 2.4 Leadership. Heritage Area management entities will take steps to build board capacity and demonstrate transparency in operations.

2.4.1 Board Orientation. Management entities will create board orientation packets and plan Board orientation meetings. Fiduciary responsibilities will be included in orientation. Each Heritage Area's orientation schedule will be guided by its cycle of board member rotation, but will occur at a minimum of every three years.

2.4.2 Standards. Management entities will review conflict of interest statements, ethics policies and board member job descriptions and prepare and adopt such policies.

2.4.3 Certification. Non-profit management entities will consider seeking certification by the Maryland Association of Non-profit Organizations.

Strong and active boards are the foundation of sustainable Heritage Areas. As Heritage Areas work to raise their profiles and to attract new sources of funding, it will be essential that management entities present a transparent operation in keeping with standard non-profit procedures. With the difficult economic climate and the increased competition for funding from governments, foundations and corporations, only the most visible, efficient and effective organizations are likely to be successful in continued, sustainable funding.

There are many resources for learning about appropriate board operations. It may be desirable for a committee of the Maryland Coalition of Heritage Areas to research specific topics such as conflict of interest statements, ethics policies and board member responsibilities and work with MHAA staff to develop guidelines for all Heritage Area management entities.

Timeline	Management Entity	MHAA
Short (1-2 years)	Create board orientation packets; plan orientation meeting; Develop conflict of interest statements, etc.	
Mid (3-4 years)	Begin board member orientation; Consider MANO certification.	
Long (5-10 years)		

Section 2: Management Policies and Procedures

Strategy 2.5 Decertification Process. MHAA will adopt a process and structure by which MHAA would undertake Heritage Area de-certification.

The Heritage Area statute provides one means for decertifying a Heritage Area. After holding a public hearing in the Heritage Area, the MHAA may withdraw its approval of a management plan if the Authority finds that a local jurisdiction responsible for the Heritage Area has: 1.) taken actions which have had a significant adverse impact upon significant certified heritage area resources; or, 2.) has failed to implement its role under a management plan. If MHAA withdraws its approval of a management plan, the Heritage Area will no longer be designated as a Heritage Area. The MHAA must then report its withdrawl of approval to the Governor and General Assembly stating the reasons for its actions.

Decertification of a Heritage Area is an action of last resort, and it is hoped that it will never become necessary. However, it is best to be prepared for such a scenario by developing a defensible process in advance. While a local jurisdiction's treatment of Heritage Area resources will necessarily be considered on a case by case basis, development of a uniform approach to evaluating local jurisdiction performance in implementing its role under a management plan is desirable.

Timeline	Management Entity	MHAA
Short (1-2 years)		Adopt decertification process.
Mid (3-4 years)		
Long (5-10 years)		

Strategy 2.6 Boundary Revision Policies. MHAA will continue current policies regarding when and how Heritage Areas are permitted to revise boundaries and amend their comprehensive plan.

With an amendment to the original procedure passed by the State Legislature in 2004, MHAA may approve revisions to boundaries upon confirmation that local jurisdictions

Kennedy Farmhouse, Heart of the Civil War Heritage Area

affected by the boundary change have approved the revision and amended their comprehensive plan.

A review of statute requirements, requests from Heritage Areas for boundary amendments, and discussion in stakeholder interviews indicates that the process for boundary revision is appropriate and effective. At the present time, no changes are recommended to this process.
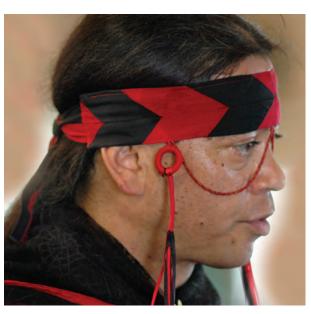
Timeline	Management Entity	MHAA
Short (1-2 years)		Continue current boundary revision policy.
Mid (3-4 years)		
Long (5-10 years)		

Section 3: Management Systems

Annual Native American Festival, Heart of Chesapeake Country Heritage Area

Strategy 2.7 Network Strength. MHAA will take steps to strengthen the network supporting the system of Heritage Areas in order to build capacity for Heritage Areas.

> **2.7.1 Composition of MHAA.** MHAA will request inclusion of representatives from the Maryland Department of Education and Maryland Department of Agriculture as part of the next update of the Heritage Area statute. In the interim, MHAA will invite representatives of both agencies to participate on the MHAA.
>
> **2.7.2 Composition of TAC.** MHAA will invite a representative of the Maryland Department of Education to join the TAC.
>
> **2.7.3 Management Entity Capacity.** The Maryland Coalition of Heritage Areas will develop suggestions for building capacity of Management Entities.

The Maryland Heritage Areas Program is governed by the 17 member MHAA, which includes representatives from 7 state agencies including the Departments of Planning, Natural Resources, Business & Economic Development, Transportation, Housing and Community Development, the Maryland Higher Education Commission, and the State Historic Preservation Office. An additional ten members with expertise in heritage-related fields are appointed by the Governor with the advice and consent of the Senate. Heritage Area interest in the development of agri-tourism initiatives and preservation of the agricultural landscape and in the development of K-12 heritage education outreach programs suggests that it would be beneficial to expand membership on the MHAA to include the Departments of Agriculture and Education. Similarly, it is recommended that the MHAA Technical Advisory Committee, which consists of representatives of all

state agencies with seats on the Authority, be expanded to include a representative from the Department of Education.

The Maryland Coalition of Heritage Areas is an informal affiliation of Heritage Area directors. The group meets quarterly and hosts speakers on topics of interest to the directors. Directors also discuss issues of mutual interest including marketing, research, operating funding, and best practices. During the strategic planning process, use of the Coalition as a potential mechanism to build Heritage Area management entity capacity– as a convenor of an annual meeting, host of workshops, etc. – were discussed but no specific role or responsibility was assigned. Further consideration of this item by the Coalition is recommended.

Julia Purnell Museum, Lower Eastern Shore Heritage Area

Timeline	Management Entity	MHAA
Short (1-2 years)	MCHA makes suggestions for building capacity of management entities.	Include MSDE, MDA in statute update; Invite MSDE to participate in TAC and MHAA; Invite MDA to MHAA.
Mid (3-4 years)		
Long (5-10 years)		

Strategy 2.8 State Agency Program Statements. State agencies serving on the MHAA and DGS will create agency program statements as required by the Heritage Area enabling legislation.

The Heritage Areas statute calls for the preparation of state agency "program statements" for Heritage Areas by all of those state agencies who are represented on the MHAA and by DGS. These program statements are to detail actions in the areas of planning, development, use, assistance, and regulation that state agencies may undertake to support and assist the establishment and management of Heritage Areas. While many agencies have provided technical or financial assistance to support Heritage Areas, fulfillment of this statutory requirement is long overdue.

Timeline	Management Entity	MHAA
Short (1-2 years)		Work with state agencies to create program statements and post results on the web.
Mid (3-4 years)		
Long (5-10 years)		

Canal Fest-Rail Fest, Canal Place Heritage Area

III. STEWARDSHIP STRATEGIES

Responsible stewardship of Maryland's cultural, historical and natural resources is necessary in order to sustain regional identity - one of the key areas of focus for Heritage Areas. Heritage tourism will not thrive or benefit the public good for long unless Maryland's unique and irreplaceable resources are used wisely. While preservation of these resources is identified as a core component of the Maryland Heritage Areas Program, there has been little activity in this area. Greater engagement in historic preservation and archaeological and natural resource conservation activities is needed if the Heritage Areas Program is to have a long term impact on the development of quality visitor experiences. Successful stewardship efforts will require an interdisciplinary and collaborative approach between Heritage Area partners.

Strategies described in this section of the plan are designed to improve access to funding for archaeological and natural resource conservation projects, enhance Heritage Areas' role in supporting preservation and conservation activities and strengthen partnerships between Heritage Areas and local, state and national preservation and conservation organizations.

Section 1: Conservation and Preservation

Strategy 3.1 Increase Emphasis on Archaeological and Natural Resource Conservation Projects. MHAA will adopt a revised version of the project grant application to increase emphasis on archaeological and natural resource conservation projects that impact the visitor experience.

> **3.1.1 New Section of Grant Application.** The grant application will include a new appendix focused on archaeological and natural resource conservation project proposals that are designed to have a long-term impact on the visitor experience.
>
> **3.1.2 Encouragement of Environmental Sensitivity.** MHAA grant applicants will be required to address how their project is environmentally sensitive through its design, construction materials or procurement practices.
>
> **3.1.3 Linkage to State and Local Policies for Archaeological and Natural Resource Conservation.** Applicants will be encouraged to utilize GreenPrint, State and Local Land Preservation Park & Recreation

Plans (LPPRP), annual Program Open Space plans and state and nationally designated byway and trail management plans to assist in targeting requests for resource conservation funding.

While archaeological and natural resource conservation has been a goal of the Heritage Areas Program since its inception, few archaeological and natural resource conservation or enhancement projects have received MHAA grant funding. One of the reasons for this may be the structure of the MHAA grant application for non-capital and capital projects which provides only vague guidance on the preparation of such requests for funding. The proposed revisions to the MHAA grant application are designed to advance the development of archaeological and natural resource conservation activities that will have a long term impact on the visitor experience, "green" projects, and encourage applicants to align proposals with local and state archaeological and natural resource planning priorities are expected to strengthen the Program's ability to achieve its archaeological and natural resource conservation goals.

Timeline	Management Entity	MHAA
Short (1-2 years)		Revise MHAA grant application to increase emphasis on archaeological and natural resource conservation projects that impact the visitor experience.
Mid (3-4 years)		
Long (5-10 years)		

Strategy 3.2 Evaluate and Promote TIZs. MHAA and Heritage Areas will evaluate and improve promotion of Target Investment Zones (TIZs).

3.2.1 Evaluate Current and Potential TIZs. Heritage Area management entity directors and MHAA staff will evaluate current and potential TIZs.

3.2.2 Develop Explanatory Materials. MHAA staff will prepare promotional materials explaining TIZs for download from the MHT website.

3.2.3 Encourage More TIZ Capital Grants. Heritage Area management entity directors will seek to encourage more capital grant applications within TIZ boundaries.

Tobacco barn, Southern Maryland Heritage Area

A second reason for the lack of archaeological and natural resource conservation and enhancement project grant applications submitted to MHAA is thought to be the confusion that surrounds the designation and use of Heritage Area TIZs. TIZs are defined as areas which were identified through the management planning process as locations of high heritage tourism development potential and worthy of additional focus and capital investment for rapid results. Capital projects within TIZs are given preference in the award of MHAA capital funds for 10 years following designation of a TIZ. After 10 years, MHAA may evaluate additional funding requests on a case-by-case basis to determine if the project is essential to the success of the goals outlined in the management plan.

Stakeholders polled during the strategic planning process agreed that the idea of targeting certain areas for intensive capital investment and assistance is a laudable idea that nevertheless is difficult to understand and communicate to potential grant recipients. Part of the difficulty is that TIZs were identified in Heritage Area management plans which were completed several years ago – often by people who are no longer involved with the local program.

Due to the uncertainty of current Heritage Area managers about how TIZs were selected during the management planning process and the challenge of publicizing the capital grant program to potential grant recipients, it is recommended that MHAA staff work with Heritage Area directors to evaluate the status of existing and potential TIZs and that greater effort be undertaken to explain how the TIZ aspect of the Heritage Areas Program functions to stakeholders. Since capital projects associated with archaeological and natural resource conservation and enhancement will be required, with certain exceptions, to take place within TIZs, increased understanding about TIZs should increase grant activity related to these types of projects. It is also possible that during the course of the TIZ review, MHAA may identify selected categories of projects that qualify as standard TIZ exceptions (e.g. trail development) in order to streamline the grant application process.

Timeline	Management Entity	MHAA
Short (1-2 years)	Work with MHAA staff to evaluate current and potential TIZs.	Work with Heritage Area Directors to evaluate current and potential TIZs; Prepare TIZ promotional material and post on website.
Mid (3-4 years)	Report on how TIZs and capital grants were marketed as part of the Management Grant annual report.	
Long (5-10 years)	Report on how TIZs and capital grants were marketed as part of the Management Grant annual report.	

Section 2: Planning and Policies

Strategy 3.3 Action & Work Plans to Address Natural Resource Conservation and Historic Preservation. Heritage Areas will incorporate plans for addressing archaeological and natural resource conservation and historic preservation in the five-year action plans and annual work plan.

3.3.1 Plans to Identify Archaeological and Natural Resource Conservation Partners and Activities. Each Heritage Area will identify at least one local and one regional or state conservation group to work with each year, using the 5-year action and annual work plans to document conservation project activities to be undertaken by the Heritage Area and its partners.

3.3.2 Plans to Highlight Promotion of Natural Resource Conservation Grant Applications. Heritage Area annual work plans will outline strategies for promoting archaeological and natural resource conservation grants.

3.3.3 Plans to Identify Historic Preservation Partners and Activities. Each Heritage Area will outline strategies to coordinate and cooperate with Historic Preservation Commissions and/or non-profit preservation organizations on the protection and enhancement of sites, structures, districts, or landscapes which are deemed to be of historic, archeological, or architectural significance.

Most Heritage Areas are already engaged in various ways in preservation and conservation related activities. The five-year action plans and annual work plans that Heritage Areas will begin preparing provide an opportunity to showcase their work in this area. While this strategy does not dictate how Heritage Areas will conduct historic preservation and conservation activities, it does require that Heritage Areas pursue these partnerships. It is up to each Heritage Area management entity to determine the most strategic ways in which the Heritage Area should become more directly involved in these areas.

"Smart" Buoy dedication before installation on Captain John Smith Chesapeake National Historic Trail, Lower Susquehanna Heritage Greenway

Timeline	Management Entity	MHAA
Short (1-2 years)	Identify local and regional or state conservation group to work with; Outline project activities in action plans; Outline strategies for promoting grants; Outline strategies to work with HPCs.	
Mid (3-4 years)	Outline strategies in annual work plans.	
Long (5-10 years)		

Strategy 3.4 Engage in Local Planning Processes. Management entities will be engaged in local planning processes to ensure that the goals of the Heritage Area are reflected in these plans.

3.4.1 MHAA to Provide Comprehensive Plan Amendment Guidance.
MHAA staff will provide comprehensive plan amendment guidance to assist management entities in working with local planning offices in order to incorporate Heritage Area management plan goals into the comprehensive land use plans.

3.4.2 Management Entities to Provide Input to Local Plans.
Management entities will provide input in the updates of Local Land Preservation Park and Recreation Plans (updated every six years) and annual Open Space Plans to align plans with Heritage Area management plan goals.

In order to become certified, Heritage Area management plans must be incorporated into local comprehensive land use plans. As these plans are updated, failure to retain the linkage between local plans and Heritage Area plans will result in automatic removal of the affected jurisdiction from the Heritage Area boundary. Guidance designed to assist Heritage Areas and local governments to navigate the comprehensive plan update process is required of MHAA.

In addition, it is desirable for Heritage Areas to have input into other local planning exercises – such as the LPPRP and local Open Space plans – as this can assist the Heritage Area to leverage complementary resources and bring attention to Heritage Area goals and objectives.

Timeline	Management Entity	MHAA
Short (1-2 years)	Provide input in LPPRP and Open Space plans.	Provide comprehensive plan guidance.
Mid (3-4 years)		Provide comprehensive plan guidance.
Long (5-10 years)		Provide comprehensive plan guidance.

Archaeological excavation at Port Tobacco, Southern Maryland Heritage Area

Strategy 3.5 Natural Resource Conservation Representation Required. Heritage Areas will include at least one natural resource conservation representative on their board of directors.

Already, at least six of the eleven CHAs have at least one conservation representative on their board of directors. Requiring all CHAs to include a natural resource conservation representative on their board of directors will ensure that the Heritage Area has access to this expertise and perspective.

Timeline	Management Entity	MHAA
Short (1-2 years)	Include natural resource conservation representative on Board.	
Mid (3-4 years)		
Long (5-10 years)		

Section 3: Education and Advocacy

Strategy 3.6 MHAA Promotion of Historic Preservation and Conservation. MHAA will communicate the importance of preserving historical and cultural resources and the conservation of archaeological and natural resources by encouraging strong partnerships and dissemination of information.

> **3.6.1 Website Linkages.** The Heritage Area resource website will include information on local, regional and state preservation and conservation organizations with appropriate website links.
>
> **3.6.2 Educational Programs.** MHAA will sponsor or co-sponsor educational programs for Heritage Areas on best practices in the areas of historical and cultural resource preservation and natural resource conservation.

MHAA should take a leadership role in establishing and maintaining strong working relationships with historic preservation, archaeological, and natural resource conservation organizations whose goals are aligned with those of the Heritage Areas Program. The creation of interdisciplinary partnerships with these entities will permit leveraging of human, technical and financial resources and avoidance of potential conflicts. The resultant exchange of information about programs, activities, and challenges and potential solutions to shared challenges will be advantageous to all.

Timeline	Management Entity	MHAA
Short (1-2 years)		Begin providing training.
Mid (3-4 years)		Include information on conservation organizations on resource website.
Long (5-10 years)		

Strategy 3.7 Management Entity Promotion of Historic Preservation and Conservation. Heritage Area management entities will communicate the importance of preserving historical and cultural resources and the conservation of archaeological and natural resources through strong partnerships and dissemination of information.

Calvert Marine Museum, Southern Maryland Heritage Area

3.7.1 Management Entity Identification and Communication of Key Issues. Heritage Areas will work with local historic preservation and archaeological and natural resource conservation organizations to identify and communicate key stewardship issues to Heritage Area stakeholders.

3.7.2 Educational Programs and Events. Management entities will host or co-host educational programs and events related to preservation and conservation best practices.

3.7.3 Be Champions. Management entities will be proactive champions for the preservation and protection of cultural, historical, and natural resources important to sustaining the Heritage Area's regional identity.

3.7.4 Website Linkages. Management entities' websites will include information on historical, cultural, and natural resources – activities, events or programs – for local residents and visitors.

3.7.5 Join POS. Each management entity will be encouraged to join Partners for Open Space (POS) and become engaged in POS activities.

Like MHAA, Heritage Area management entities should seek interdisciplinary partnerships with preservation and conservation minded organizations in an effort to share both resources and information. A natural outgrowth of new or enhanced partnerships with historic preservation and archaeological and natural resource conservation organizations will be opportunities for educational outreach to local elected officials, property owners, and the public. Hosting or co-hosting such events will provide Heritage Areas with both visibility and access to new as well as existing constituencies. Affirmation of Heritage Areas as vocal and constructive champions of preservation and conservation values, as reflected in each area's management plan, will demonstrate the important linkage between heritage tourism and preservation goals which is the foundation of the Maryland Heritage Areas Program.

The recommendation that Heritage Areas join Partners for Open Space stems from the fact that this consortium of conservation organizations provides its members with regular updates about issues of concern including threats to Program Open Space funding. Since the source of Maryland Heritage Areas Program and Program Open Space funding is the same (i.e. real estate transfer taxes), it would be in the Heritage Areas' best interest to establish a working relationship with this active advocacy organization.

Timeline	Management Entity	MHAA
Short (1-2 years)	Work with HPCs and conservation groups to identify key issues; Champion preservation and protection to the extent outlined in the management plan; Join POS.	
Mid (3-4 years)	Sponsor educational programs and events; Create website linkages.	
Long (5-10 years)		

Magruder Farm in Agricultural Reserve, Montgomery County Heritage Area

Colonial Kids Camp at Historic London Town and Gardens, Four Rivers Heritage Area

IV. HERITAGE TOURISM MARKETING AND PRODUCT DEVELOPMENT STRATEGIES

One of the most significant findings of the market research component of the strategic planning process involved how Heritage Areas are perceived in the marketplace. As part of the online survey of Maryland visitors, visitors were asked how much more or less likely they would be to visit a site within a Heritage Area than a similar site outside of a designated Heritage Area. The response to the presence of a Heritage Area was overwhelmingly positive. Two thirds of respondents said they would be much more or somewhat more likely to visit a site in a designated Heritage Area. This finding clearly indicates the importance of promoting the presence of Heritage Areas themselves, not only sites within Heritage Areas. The question that remains is who is responsible for undertaking that promotion.

The extent to which Heritage Areas should be engaged in tourism promotion has been discussed since the inception of the Program. For the most part, the Program has recognized a division of labor between Heritage Areas and DMOs such that Heritage Areas are responsible for developing heritage tourism product and DMOs are responsible for marketing that product. However, research conducted as part of this planning effort has clearly shown that Heritage Areas *are* including promotions in their activities to varying degrees ranging from websites to brochures to event production and promotion. The extent of these activities is often a factor of how engaged the area's DMOs are in promoting cultural, historical, and natural resources.

The recommendations in this section seek to address some of the questions that have been raised about marketing Heritage Areas to visitors and to offer strategies that will not duplicate what is already being done but build on and strengthen these efforts. This section addresses how to improve partnerships between Heritage Areas, local DMOs, and the Maryland Office of Tourism and how to support development of heritage products that will enhance the visitor experience.

Section 1: Heritage Tourism Marketing

Strategy 4.1 Marketing "Heritage Areas" as Destinations. Heritage Area management entities will communicate the existence of the Heritage Area to

visitors as a means to showcase the unique and significant cultural, historical, and natural resources of each area in all tourism promotions.

4.1.1 Create Interpretive Theme-based Marketing Messages.
Management entities will seek opportunities to create marketing messages using Heritage Area interpretive themes as the foundation for these messages.

4.1.2 Identify Communications and Marketing Opportunities.
Management entities will review all promotional outlets, including individual management entity promotions and partnerships with the Maryland Office of Tourism and other partners, and identify opportunities to communicate the Heritage Area name and marketing message.

Much consideration has been given to the question "Should a visitor know they are in a Heritage Area?" Market research now shows that the answer to this question is yes - the significance of this designation should be capitalized on in promotions. Reasons for this include:

- Receiving this designation means that the area has unique and significant cultural, heritage and natural resources which can appeal to visitors. As noted in the Maryland Byways visitor research, Maryland needs to differentiate the state from nearby states in the perception of visitors. Communicating the 11 special destinations the state offers is one way to do this.

- All of Maryland's Heritage Areas are already being promoted in various ways to visitors – either by the Heritage Area, the DMO or the Maryland Office of Tourism.

- National Heritage Areas have long embraced promotion as part of their activities.

- The term "Heritage Areas" can grow in public recognition just as terms like "Cultural Arts Districts," "Main Street" and "Scenic Byways." These designations represent programs but have also come to convey specific experiences to visitors in recent years.

Prince Theater, Stories of the Chesapeake Heritage Area

Similarly, the use of marketing messages to convey the presence of a Heritage Area or heritage attraction can be advantageous. Several Heritage Areas have selected a unique name that reflects the characteristics of the area such as Heart of Civil War and Anacostia Trails. A few have also developed promotional messages: "Where Time and Tide Meet" for Southern Maryland, "Below the Mason Dixon Line, Above the Potomac and at the Heart of the Civil War" for Heart of Civil War and "Canal Place: History Starts Here." In those cases where local DMOs have promotional messages which do not necessarily
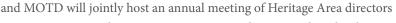
reflect the presence of a Heritage Area or heritage attractions (e.g. Baltimore Convention and Visitors Bureau uses the slogan "Get in on it" to allude to all the city has to offer), the use of interpretive themes as the foundation for developing marketing messages can convey the unique regional identity of the Heritage Area destination to the market audience.

Timeline	Management Entity	MHAA
Short (1-2 years)	Use themes for marketing messages.	
Mid (3-4 years)	Identify ways to communicate Heritage Area's name and message.	
Long (5-10 years)		

Strategy 4.2 Partnering with MOTD. The Maryland Heritage Areas Program will seek to enhance awareness of and travel to Heritage Areas by Maryland residents and out-of-state visitors through a strong partnership with the Maryland Office of Tourism (MOTD).

4.2.1 Annual Meeting of CHA and DMO Representatives. MHAA and MOTD will jointly host an annual meeting of Heritage Area directors and DMO representatives to discuss product development opportunities prior to upcoming grant cycles.

4.2.2 MHAA and MOTD to Facilitate CHA and DMO Partnerships. MHAA and MOTD will facilitate meetings between Heritage Area management entities and DMOs as needed to encourage cooperative partnerships.

4.2.3 Create an Annual Heritage Area Award. MHAA will explore sponsorship of a Heritage Area award category at the Governor's Annual Tourism Conference.

4.2.4 MCHA to Appoint MOTD Contact. The Coalition of Heritage Areas will select one Heritage Area executive director to serve on the MOTD Visitor Experience Team, participate in rebranding, research, and other activities, and to serve as a conduit for information between MOTD and the Heritage Areas regarding opportunities to participate in planning and promotions.

Rose Hill Manor Park, Heart of the Civil War Heritage Area

Of the 16 stakeholder interviews conducted by the consultant team, 10 indicated that they believed the MOTD was among the greatest champions of the Heritage Areas Program among state agencies. At the same time, results from the online stakeholder survey showed that 82% of respondents said they would like to see the MOTD spend "more time and dollars marketing Maryland's cultural heritage tourism experience."

Currently the Maryland Office of Tourism supports Heritage Areas by providing information and tourism training, attending Maryland Coalition of Heritage Areas meetings, encouraging DMO partnerships, maintaining a presence for Heritage Areas on the state's official tourism website, and including a two page spread on Heritage Areas in the official tourism vacation planner *Destination Maryland*. Over the next 10 years, it is recommended that MOTD take a stronger leadership role in helping to build cooperative partnerships between Heritage Areas and DMOs and to promote the value of Heritage Areas as visitor destinations. Inclusion of a Heritage Area representative on the MOTD Visitor Experience Team, a newly formed group dedicated to developing and integrating new tourism resources, will encourage greater communication between Heritage Areas, DMOs and MOTD. MOTD will also be expected to assist with Heritage Area marketing through augmentation of its website. This recommendation is addressed separately.

Timeline	Management Entity	MHAA
Short (1-2 years)	Select one director as contact to MOTD.	MHAA and MOTD host meeting of Heritage Areas and DMOs; MHAA and MOTD facilitate Heritage Area and DMO meetings; Explore creation of Heritage Area award category.
Mid (3-4 years)		
Long (5-10 years)		

Strategy 4.3 Partnering with DMOs. Management entities will seek to build strong partnerships with DMOs in their Heritage Areas.

> **4.3.1 Invite DMO to Serve on Heritage Area Board.** Heritage Area management entities will invite DMO representatives to serve on the Heritage Area board of directors.
> **4.3.2 Create CHA Marketing Committee.** Heritage Areas with more than one DMO will create a marketing committee with representatives from each DMO.
> **4.3.3 Obtain DMO Input on Work Plans.** Management entities will discuss work plans with DMOs, and the final plan will reflect review and input by DMOs.
> **4.3.4 MOTD to Require Heritage Area Input on DMO Marketing Plans.** MOTD will require that DMO marketing plans submitted to the agency for funding will reflect review by the Heritage Area management entity and will address how the Heritage Area product will be marketed.
> **4.3.5 Sharing of Work Plans and End-of-year Reports.** Heritage Areas and DMOs will share their work plans and end-of-year reports reciprocally.

Murals, Anacostia Trails Heritage Area

The relationship between DMOs and Heritage Area management entities varies from place to place. Not surprisingly, in those instances where Heritage Areas are housed within a tourism agency, the collaborative partnership is very productive. In contrast, Heritage Areas that comprise only a subset of a geographic region served by a DMO tend to have more limited interaction with their DMO. Over the next ten years, efforts to sustain and build cooperative partnerships between Heritage Areas management entities and DMOs will be critical to the successful implementation of the Heritage Areas Program. Strategies aimed at the sharing of expertise, resources, and information between these organizations are recommended here.

Timeline	Management Entity	MHAA
Short (1-2 years)	Invite DMO to serve on Board; Form marketing committee; Include DMOs in planning.	MOTD requires DMO marketing plans to be reviewed by Heritage Areas
Mid (3-4 years)	Share work plans and end of year reports with DMOs.	
Long (5-10 years)		

Bike ride, Anacostia Trails Heritage Area

Strategy 4.4 Marketing Grants. MHAA will monitor marketing grants to facilitate effective use of funds.

> **4.4.1 Evaluation of Effectiveness.** MHAA will initiate a five-year timeline to monitor the effectiveness of the marketing grant program in achieving productive partnerships between DMOs and Heritage Areas and in building an awareness of the Heritage Area in the marketplace.
>
> **4.4.2 Marketing Grant Availability.** MHAA will revise marketing grant guidelines to include a statement clarifying that the grants may be applied for every other year (currently states every 18 months).
>
> **4.4.3 Mini-Grants.** MHAA will permit use of MHAA mini-grants to support marketing activities.

MHAA marketing grants require that applications be submitted by Heritage Areas and DMOs jointly and that the application be supported by a marketing plan developed by the Heritage Area in coordination with its DMOs. Funds awarded (up to $50,000) can then be used for advertising placement, participation in consumer and travel trade shows, printed material/collateral, and website development. The rationale behind awarding MHAA grant funds to support Heritage Area marketing activities was to encourage the development of partnerships between local management entities and DMOs. Whether or not these grants have actually led to the creation of new or stronger partnerships between Heritage Areas and DMOs remains unclear, however, and tension among stakeholders regarding whether MHAA grant funds should be expended exclusively on product development vs. marketing activities is significant. While anecdotal evidence can be provided to support either point of view currently, a serious

examination regarding the efficacy of MHAA marketing grants needs to be undertaken before making significant changes to this element of the Program.

One change that should be made now regards the timing of the award of marketing grants. When MHAA hosted grant rounds multiple times over the course of a fiscal year, the policy governing the award of marketing grants stipulated that these grants could only be awarded once every 18 months – the theory being that it would take at least 18 months for a Heritage Area to develop new product to be marketed. Now that MHAA grants are awarded only once every fiscal year, the award of marketing grants will alternate every other year.

While MHAA policies will remain strict regarding the use and frequency of award of marketing grants, it is recommended that MHAA explore increased flexibility regarding the eligible uses of Heritage Area "mini grants." Mini-grants may comprise a portion (up to 25%, but not more than $10,000) of Heritage Area operating assistance funds which may be used by the Heritage Area to support non-capital projects undertaken by their partners. Currently, these funds cannot be used for marketing activities. It is recommended that this policy be changed to permit Heritage Areas to support their partners' marketing efforts if determined to be a worthwhile use of funds.

Denton High School restoration, Stories of the Chesapeake Heritage Area

Timeline	Management Entity	MHAA
Short (1-2 years)		Initiate a 5-year monitoring timeline for marketing grant effectiveness; Revise marketing grant guidelines (every other year); Allow mini-grants to support marketing activities.
Mid (3-4 years)		
Long (5-10 years)		Evaluate 5-year monitoring timeline for marketing.

Strategy 4.5 Marketing on the Internet. Maryland's Heritage Areas will use web sites to reach visitors and to enhance the visitor experience.

- **4.5.1 MOTD Website.** MOTD will develop and host a highly interactive, GIS-based visitor experience map showcasing Heritage Areas along with Maryland's Byways, Arts and Entertainment Districts, Main Streets and other cultural heritage attractions. The website will include a portal page for Heritage Areas.
- **4.5.2 Thematic Itineraries.** Heritage Area management entities and DMOs will work together to create thematic itineraries that can be posted on all web sites.
- **4.5.3 Heritage Area Website Content.** Heritage Areas' individual websites will include a section for visitors with a general thematic overview, visitor itineraries and links to the MOTD portal page and DMO websites.

Farmer's Market, Heart of the Chesapeake Heritage Area

4.5.4 DMO Website Linkages. DMO websites will include links to Heritage Area web sites and the MOTD portal page.

In recent years, tourism destinations have begun using technology for the purpose of attracting visitors through creatively designed websites that make travel planning easy and enhance the visitor experience by offering itineraries and downloadable audiotours. Maryland's Heritage Areas have developed websites, but the opportunity exists to build on these efforts to create greater visibility for Heritage Areas on the internet. It is recommended that MOTD, DMOs and the 11 CHAs work together to create Maryland Heritage Areas website content that focuses on *experiences* that visitors can enjoy.

Already, MOTD has begun work on a consumer-directed interactive map designed to promote and market Maryland's attractions. Supported on the www.visitmaryland.org website and linked to Heritage Area and DMO websites, the web-based map would allow consumers to see how Maryland's various systems of assets – Heritage Areas, Scenic Byways, Main Streets, etc., – layer and inter-relate. The interactive map would be designed to encourage visitation and traveler investment in these areas and would permit the visitor to identify exciting places to visit and develop travel itineraries.

Timeline	Management Entity	MHAA
Short (1-2 years)		
Mid (3-4 years)	Heritage Areas and DMOs create thematic itineraries to post on web sites; Heritage Area websites include visitor section; DMO web sites include link to Heritage Area and MOTD sites.	MOTD will develop web site highlighting Heritage Areas.
Long (5-10 years)		

Strategy 4.6 Training. The Maryland Heritage Areas Program will facilitate product development, interpretation and enhancement through training workshops.

4.6.1 Assess Training Needs. Management entities will determine what their Heritage Area's training needs are and identify what form of training or technical assistance will be most successful in their area.

4.6.2 Develop Calendar of Training Opportunities. MHAA and management entities will prepare a calendar of training opportunities and encourage grant recipients (and other Heritage Area stakeholders) to participate in at least one workshop each year.

4.6.3 Host and Co-Host Training Workshops. MHAA and Heritage Areas will seek partnerships with appropriate state and national organizations to co-

host training workshops and technical assistance (for example, the American Association for State and Local History or the American Association of Museums).

One of the unique aspects of the Heritage Areas Program is its emphasis on increasing and enhancing heritage tourism product. Increasing the Program's efforts to build the capacity of heritage attractions that have market demand will have two major results: 1) heritage tourism sites will become sustainable; and, 2) DMOs and the MOTD will have more to market to the consumer. MHAA and Heritage Areas can do more to assist heritage tourism sites to grow and become market ready by coordinating and hosting ongoing training workshops.

Timeline	Management Entity	MHAA
Short (1-2 years)	Encourage grant recipients to attend training.	Prepare a calendar of training activities.
Mid (3-4 years)	Determine information and assistance methods; Seek partners to offer workshops.	Determine information and assistance needs; Hosting training workshops as appropriate.
Long (5-10 years)		

Strategy 4.7 Visitor Research. MHAA will periodically survey the public on the resonance of Heritage Area themes.

In November 2008, consultant team member Davidson-Peterson Associates conducted an online survey to gather information from visitors and potential visitors to Maryland. Information included traveler interests related to cultural, historic and natural resources, preferred types of trip planning resources, knowledge of – and interest in – traveling to Heritage Areas, frequency of travel and other information. The primary purpose of this survey work was to determine whether the Maryland Heritage Areas Program would benefit from the development of a statewide interpretive plan to guide its development. While development of a statewide interpretive plan is not being recommended at this time, the information gleaned through the survey effort was found to be so useful to understanding the needs and interests of the Heritage Area traveler that it is recommended that MHAA conduct such a survey on a periodic basis. The results of the survey will be used to inform MOTD, DMO, and Heritage Area product development and marketing efforts.

Timeline	Management Entity	MHAA
Short (1-2 years)		
Mid (3-4 years)		
Long (5-10 years)		Survey public on Heritage Area themes.

Walking tour, Heart of the Civil War Heritage Area

V. COMMUNICATION STRATEGIES

A primary goal of the strategic plan process was to develop a "system of Heritage Areas" that strengthen individual Heritage Areas and raise the profile of Maryland's Heritage Areas among stakeholders, residents and visitors. Strategies included in this section of the plan are designed to implement systems that will communicate the intent and importance of Heritage Areas and provide resources to strengthen and support management entities.
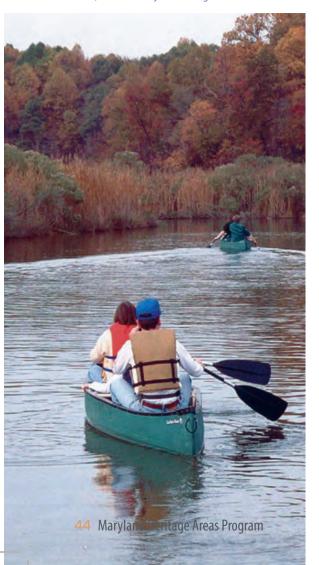
Section 1: Consistent Messaging

Parker's Creek, Southern Maryland Heritage Area

Strategy 5.1 Heritage Area Definition. MHAA will develop a brief, easily communicated statement defining Maryland's Heritage Areas.

> **5.1.1 MHAA to Involve Partners.** MHAA will seek consensus on the definition from Program partners to ensure that it describes the role and relevancy of Heritage Areas and inspires support.
> **5.1.2 Message to Provide Foundation for All Communications.** Program partners will use the definition as the basis for communications statements: media pitch, funding proposals and a brief response to inquiries ("elevator" pitch).

An interesting – and significant – finding during the strategic planning research phase was the difficulty of stakeholders to provide a brief, clear definition of what a Heritage Area is. Definitions ranged from "An area of sites that are culturally and historically significant," to "For visitors, we break it down very simply to cultural attractions, heritage preservation and ecology," to "It is an area but it is also an entity that runs the area and a strategy for economic development." MHAA should take the lead in developing a Heritage Area definition that will easily communicate what Heritage Areas are and why they are worthy of financial support.

MHAA and Heritage Areas will benefit from this endeavor by using the definition and associated communication statements to reach existing supporters and cultivate new supporters including elected officials, the media, local residents, and potential donors.

Timeline	Management Entity	MHAA
Short (1-2 years)		Review definition; finalize language; create communications statements.
Mid (3-4 years)		
Long (5-10 years)		

Strategy 5.2 Web Based Communication System. MHAA will create a web-based communications system to enhance communication among all partners and to create a clearinghouse of information and resources about and for Maryland's Heritage Areas.

5.2.1 MHAA to Identify Audiences.
MHAA will identify all audiences who can be served by a clearinghouse website and the benefits to these audiences.
5.2.2 Development Plan. MHAA will
create a development plan for the website based on the audience research.

Currently, information about the Maryland Heritage Areas Program is found in many places: the Maryland Historical Trust website, files of MHAA meeting minutes, operating, capital, non-capital and marketing grant applications and reports, Heritage Area management plans, websites, newsletters and annual reports. Program staff members are also critical resources because of their extensive institutional

Concord Point Lighthouse,
Lower Susquehanna Heritage Greenway

memory of how the Program began and evolved over the years. Additionally, Heritage Area directors each have tremendous knowledge and specific areas of expertise ranging from facilitation of partnerships to event production. Although all of this knowledge and information exists, it must be searched for by Heritage Area management entities and MHAA each time a question arises, a resource is needed, or a new project is begun.

A Maryland Heritage Areas Program website can centrally locate this information and create new networking opportunities for Heritage Areas. The website will also allow information to be easily accessible and easily updated. The proposed website will be a Web 2.0 that is built gradually over time (see Appendix 4). The proposed website would: 1.) provide timely information on program activities; 2.) include resource information to build capacity among Heritage Areas; 3.) serve as a clearinghouse and archive on all aspects of the program; 4.) create a community among all program stakeholders; and, 5.) build support for the Program.

Timeline	Management Entity	MHAA
Short (1-2 years)		Plan clearinghouse website; Identify audiences; Create development plan; Begin posting new elements to website.
Mid (3-4 years)		Continue to enhance website.
Long (5-10 years)		Continue to enhance website.

Section 2: Constituent Communications

Strategy 5.3 Heritage Area Brochure. MHAA will create a brochure to explain the Maryland Heritage Areas Program to stakeholders.

> **5.3.1 Brochure to Be on Website and Downloadable.** MHAA will design the document in a downloadable format for inclusion on the website.
>
> **5.3.2 Brochure Could be Adaptable by CHAs.** MHAA will explore designing the brochure as a shell that can be adapted by Heritage Areas.

During the research phase of this planning exercise, stakeholders repeatedly noted that it would be helpful to have a Maryland Heritage Areas Program collateral piece that could be used to assist with program advocacy and promotion to potential funders and prospective partners. Development of such a piece in a downloadable format and/or as a shell that would permit Heritage Areas to insert their contact information would improve the public's understanding of the Program as a statewide system.

Timeline	Management Entity	MHAA
Short (1-2 years)		Design brochure in downloadable format; Design as a shell.
Mid (3-4 years)		Post brochure on website.
Long (5-10 years)		

Strategy 5.4 Heritage Area Resource Guide. MHAA will create a web based resource guide including information on grants, programs, technical assistance, and contacts, to enhance partnership opportunities at the state and local level.

> **5.4.1 Guide to Feature Various Partners.** Partners whose programs will be featured in the guide will include Scenic Byways, National Heritage Areas, conservation organizations and other affinity groups related to the MHAA mission and goals.
>
> **5.4.2 Guide to Be on Website and Downloadable.** MHAA will produce the guide in a downloadable format for inclusion on the website.

Rodger's Tavern, Lower Susquehanna Heritage Greenway

Development of a Heritage Area Resource Guide will assist Heritage Areas and their partners to leverage other programs and services to the greatest possible extent. The Resource Guide can exist on the website and be updated and downloaded on an as needed basis.

Timeline	Management Entity	MHAA
Short (1-2 years)		
Mid (3-4 years)		Prepare and post web based resource guide.
Long (5-10 years)		

Strategy 5.5 Increase Communication Among MHAA and Heritage Area Boards.

5.5.1 Heritage Area Board Minutes. Heritage Areas will send board meeting minutes and an updated list of Heritage Area board members to MHAA staff annually.

5.5.2 MHAA Staff Correspondence. MHAA staff will copy Heritage Area board chairs on correspondence with Heritage Area staff.

5.5.3 MHAA Meetings. MHAA will invite Heritage Area board chairs to MHAA meetings at least once a year to recognize their service.

5.5.4 Internal Evaluation. MHAA will engage Heritage Area Boards in the annual 360º internal evaluation of the Program's performance.

Education Center at Pemberton Park, Lower Eastern Shore Heritage Area

To date, the degree of direct communication between MHAA and MHAA staff and Heritage Area board members has been largely minimal and in some cases non-existent. MHAA should recognize the work of these board members, whose role and performance is critical to the success of Heritage Areas and solicit their input regarding local needs and Program performance.

Timeline	Management Entity	MHAA
Short (1-2 years)	Send board meeting minutes to MHAA staff; Provide annual updated board list to MHAA.	Copy management entity board chair on correspondence; Invite board chairs to MHAA meetings – recognize service; Engage Board in annual program evaluation.
Mid (3-4 years)		
Long (5-10 years)		

VI. SYSTEMS FOR MEANINGFUL PERFORMANCE EVALUATION

The issue of performance evaluation has been addressed throughout the history of the Heritage Areas Program but never resolved. As early as September 1997, the Authority considered a Program Performance Measures draft which required Heritage Areas to submit data on visitation, acres preserved or designated, exhibits created or enhanced, etc. While certification of Heritage Areas was often made contingent upon the provision of baseline data for these measures, no framework was put into place for consistent and continued data collection and the effort did not continue.

In 2003, in response to a request from the General Assembly, the Program again made an attempt at measuring Heritage Area performance. This time, the focus was on the economic and fiscal impact of Heritage Areas. The report *Investing in Our Communities: Maryland's Heritage Areas Program* calculated direct and secondary impacts ranging from expenditures to employee wages and salaries, and tax revenues. Chief among its findings was the fact that every MHAA grant dollar expended generates a total of $4.61 in annual, ongoing state and local tax revenues. Although the report's findings were well received, the project's limited focus on economic impact alone did not provide the ideal model for measuring Heritage Areas' contributions overall.

Performance measures continue to be needed to assist with evaluating management effectiveness and Program outcomes. To adequately measure and evaluate the performance of the Maryland Heritage Area Program success needs to be defined both collectively – using performance indicators that all Heritage Areas will collect and analyze – and individually – to demonstrate local "on the ground" performance that resonates with core audiences. In addition, the performance evaluation also needs to occur internally to help identify ways to improve or adjust the Program overall or for specific Heritage Areas, and externally to interpret the performance results for target audiences.

This section of the plan proposes four performance measure components for the Heritage Areas Program: 1.) an internal evaluation of how the Program is performing; 2.) evaluation of Heritage Area management entity performance; 3.) evaluation of Program impact; and, 4.) measurement of the Program's return on investment. MHAA will review these performance measurement processes every year for clarity and usefulness. It is anticipated that performance measures will continue to be refined over time.

Canal and Lock House, Lower Susquehanna Heritage Greenway

Section 1: Measuring Program Performance

Strategy 6.1 Internal Evaluation Tool. MHAA will lead a 360º internal evaluation for all partners engaged in the implementation and oversight of the Program to identify strengths, weaknesses, and areas for improvement.

> **6.1.1 Annual Performance Targets.** MHAA will establish annual Performance Targets for all entities that contribute to the Heritage Areas Program for the purposes of the internal evaluation.
>
> **6.1.2 Feedback.** MHAA will solicit and analyze feedback from Heritage Area partners using a standard template in order to assess annual performance, according to the goals outlined by MHAA.

Multi-rater feedback, also known as 360 degree feedback, is important as part of a performance management system. The purpose of this form of internal evaluation is to give an equal voice to all Program partners, to monitor how all partners are contributing to the Program, and to acknowledge the interdependence of Program partners. Since multiple entities (e.g. MHAA, TAC, Heritage Areas, Coalition of Heritage Areas) contribute to and impact the success of the Heritage Areas Program, their perspective on what aspects of the Program are or are not working will be important to identifying areas for improvement. Feedback can be solicited using a standard template, possibly produced as an on-line survey to confidentially capture data, and then analyzed and shared with program partners on an annual basis (see Appendix 5). Use of a 360 degree survey tool will give an equal voice to all Program partners.

Comus Market, Montgomery County Heritage Area

Timeline	Management Entity	MHAA
Short (1-2 years)		Establish annual performance targets. Finalize 360 degree survey instrument.
Mid (3-4 years)	Participate in 360 degree survey.	Solicit feedback and analyze data. Share results with partners.
Long (5-10 years)	Participate in 360 degree survey.	Solicit feedback and analyze data. Share results with partners.

Section 2: Measuring Management Entity Performance

Strategy 6.2 Heritage Area Direct Performance Measures. Heritage Area management grant final reports will include the submission of direct performance measure data.

> **6.2.1 Annual Performance Targets.** MHAA will establish annual performance targets for Heritage Area direct performance measures.

6.2.2 Funding Leveraged. Management entities will report on the amount and percent of funding leveraged by those activities outlined in the annual work plan, listing all grant/revenue sources to identify a ratio to MHAA funding. Leveraged funding will include:

> **i.** In-kind contributions
>
> **ii.** Non-MHAA sources, including MHAA cash matches

6.2.3 Activities Completed. Management entities will report on the amount of activities completed in the annual work plan. Activities will include:

> **iii.** Measurable Activities
>
> **iv.** Intangible contributions reported through testimonies or other documentation.

6.2.4 Management Capability. Management entities will evaluate their management capability over the reporting period. Performance in this category will be based on:

> **v.** Accurate and timely submission of materials to MHAA
>
> **vi.** MHAA grant completion rates
>
> **vii.** Participation in Maryland Coalition of Heritage Area activities

Annapolis Carriage Tour, Four Rivers Heritage Area

On an annual basis, Heritage Area management entities will collect direct performance measures related to their own self-defined objectives. These measures will include an analysis of the amount of non-MHAA funding leveraged by activities listed in the Heritage Area annual work plan, the extent to which activities outlined in the annual work plan are completed, and the degree to which the Heritage Area exhibits management capability. This data will be submitted as part of the Heritage Area's management grant final report and will be evaluated against performance targets established by MHAA.

Timeline	Management Entity	MHAA
Short (1-2 years)	Submit data to MHAA.	Set performance targets.
Mid (3-4 years)	Submit data to MHAA.	Solicit feedback and analyze data; Share results with partners.
Long (5-10 years)	Submit data to MHAA.	Solicit feedback and analyze data; Share results with partners.

Section 3: Measuring Program Impact

Strategy 6.3 External Evaluation Tools. Heritage Area management grant final reports will include the submission of external evaluation data measuring Heritage Area success in developing heritage-based product, building partnerships, and sustaining regional identity.

Kayak tour, Four Rivers Heritage Area

6.3.1 Annual Work Plan Alignment with Heritage Area Management Plan. Annual work plans will demonstrate how Heritage Area activities support the successful conclusion or continuation of management plan goals, objectives, and strategies.

6.3.2 External Evaluation Metrics. Annual work plan activities will be linked to a series of metrics that support three key categories of focus: developing heritage-based product, building partnerships, and sustaining regional identity.

6.3.3 Selection of Priority Metrics by CHAs. Heritage Area management entities will identify in their five year action plan and annual work plan one metric from each category (at minimum) that is their area of priority.

6.3.4 MHAA to aggregate data. MHAA staff will compile the metric results reported annually by each Heritage Area management entity, and tabulate as an aggregate number (or percentage increase, as appropriate) to demonstrate direct impact and tangible results.

In addition to direct measures of performance, Heritage Areas will track a series of metrics (see Appendix 6) related to evidence of Program impact on an annual basis. These metrics are associated with Heritage Area achievement in three categories: development of heritage-based product, building partnerships, and sustaining regional identity. All Heritage Areas will collect data in all metric categories. However, Heritage Areas will identify those metric categories in which achievement is most relevant to accomplishing their management plan goals and objectives. Metric data will be included as part of the Heritage Area management grant final report.

Timeline	Management Entity	MHAA
Short (1-2 years)	Begin submitting baseline data.	Collect and tabulate baseline data.
Mid (3-4 years)	Submit metric data.	Compile, analyze, and report on metric results.
Long (5-10 years)	Submit metric dat.a	Compile, analyze, and report on metric results.

Strategy 6.4 Develop ROI Measurement. MHAA will seek credible and satisfactory ways to measure the Program's overall return on investment (ROI).

6.4.1 Economic Impact of MHAA Grants. MHAA staff will work with MOTD staff to develop a protocol for measuring the economic impact of MHAA grant expenditures.

6.4.2 Mapping of Investment. MHAA will conduct digitized mapping to demonstrate Program investment in heritage areas.

6.4.3 Visitor Satisfaction Surveys. MHAA will conduct visitor satisfaction

War of 1812 Grand Tactical Re-enactment at JPPM, Southern Maryland Heritage Area

surveys on a periodic basis to build on survey work undertaken in 2008 in conjunction with this planning exercise.

As noted previously, a 2003 study estimating the economic and fiscal impacts of Heritage Areas was done using the Maryland Department of Housing and Community Development's Resource Allocation Model (RAM-DHCD). RAM-DHCD incorporated a cost-benefit analysis that estimated economic and fiscal impacts, public costs and return on investment from state-funded projects. While this methodology proved to be very successful when applied to MHAA funded capital projects, it was not designed to capture impacts of other types of Heritage Area supported projects. Development of an ROI protocol, crafted in concert with MOTD's Research Office, to more directly respond to the particular conditions of heritage tourism development projects is still needed. In addition, other tools – such as digitized mapping and visitor satisfaction surveys – are needed to illustrate and augment ROI findings.

Timeline	Management Entity	MHAA
Short (1-2 years)		Work with MOTD to develop ROI protocol; Conduct digitized mapping of MHAA investments.
Mid (3-4 years)		
Long (5-10 years)		Conduct visitor satisfaction survey.

Strategy 6.5 Use of Maryland Cultural Data Project for Data Collection. MHAA staff will explore the potential of adapting the Maryland Cultural Data Project (Maryland CDP) to include the metrics listed above, and the use of this data collection and analysis instrument as a credible performance evaluation tool for Heritage Areas.

6.5.1 Continue to Require Grantees to use MD-CDP. MHAA will continue to require that grant recipients participate in the Maryland CDP in order to access MHAA grant funding.

The Maryland CDP is an online management tool designed to strengthen arts and cultural organizations. Arts and cultural organizations enter financial, programmatic and operational data into a standardized online form and can then use the CDP to produce a variety of reports designed to help increase management capacity, identify strengths and challenges and inform decision-making. They can also generate reports to be included as part of the application processes to participating grantmakers. MHAA began requiring

Heritage Area management entities to participate in the CDP in FY2009 and all MHAA grantees to participate in the CDP in FY2010.

Operated by The Pew Charitable Trusts, design of the CDP provides limited flexibility. While it may be possible to adapt the Maryland CDP to respond to MHAA's performance measurement needs, further exploration is necessary. In the meantime, participation in the Maryland CDP continues to provide benefits by helping to build the capacity of MHAA grantees and by serving as a central data collection point.

Timeline	Management Entity	MHAA
Short (1-2 years)		Consult with The Pew Charitable Trusts regarding the adaptability of the MD CDP for MHAA needs; Continue to require grantee participation in MD CDP.
Mid (3-4 years)		
Long (5-10 years)		

Strategy 6.6 Reporting of Performance Evaluation Findings. MHAA staff will incorporate Heritage Areas Program performance evaluation findings into the MHAA Annual Report.

Every year, the MHAA is required to submit a report to the Governor and the General Assembly concerning progress toward implementing the heritage areas system, including recommendations for the future. The Program's annual performance evaluation findings may be incorporated into this report.

Haberdeventure, Southern Maryland Heritage Area

Timeline	Management Entity	MHAA
Short (1-2 years)		Incorporate performance evaluation findings into MHAA Annual Report.
Mid (3-4 years)		Incorporate performance evaluation findings into MHAA Annual Report.
Long (5-10 years)		Incorporate performance evaluation findings into MHAA Annual Report.

SECTION VII: TEN YEAR DEVELOPMENT TIMELINE

Implementation of the series of strategies outlined in the 2010-2020 Strategic Plan is expected to take place over time. This chart identifies short, mid, and long term action steps associated with Heritage Area management entity and MHAA led actions called for in the plan.

Section II	Management Strategies					
Action Step	Short (1-2 years)		Mid (3-4 years)		Long (5-10 years)	
	Mgt. Entity	MHAA	Mgt. Entity	MHAA	Mgt. Entity	MHAA
2.1 Action and Work Plans	2.1.1 Develop a five-year action plan; consult with DMOs on plan; submit to MHAA for approval	2.1.1 Finalize template; Provide consultant support as needed; approve plans	2.1.2 Develop annual work plan; consult with DMOs	2.1.2 Approve plans	2.1.1 Develop next five year action plan	2.1.1 Approve plans
2.2 Management Grants		2.2.1 Change name to management grants; 2.2.3 Identify how grant awards will be linked to program performance measures	2.2.2 Begin to submit annual work plan with management grant application	2.2.2 Require submittal of annual work plan with management grant application		
2.3 Fundraising	2.3.1 Form Development Committee; Conduct internal review; 2.3.2 Create development plan; incorporate plan into management structure	2.3.1 Provide assistance in creation of development plan	2.3.2 Implement Development Plan	2.3.2 Provide assistance as needed	2.3.1Evaluate success and adjust plan as necessary	2.3.1 Evaluate success in development planning
2.4 Leadership	2.4.1 Create board orientation packets; plan orientation meeting; 2.4.2 Develop conflict of interest statements, etc.		2.4.2 Begin board orientation; 2.4.3 Consider MANO certification			
2.5 Decertification Process		2.5 Adopt decertification process				
2.6 Boundary Revision Policies		2.6 Continue current policy				
2.7 Network Strength	2.7.3 MCHA to develop suggestions for building management entity capacity	2.7.1 Add MSDE and MDA to MHAA in next statute update; Invite MDA to join MHAA; 2.7.2 Invite MSDE to join MHAA and TAC				
2.8 State Agency Program Statements		2.8 Work with state agencies to complete program statements and post results to the web				

Action Step	Stewardship Strategies					
	Short (1-2 years)		Mid (3-4 years)		Long (5-10 years)	
	Mgt. Entity	MHAA	Mgt. Entity	MHAA	Mgt. Entity	MHAA
3.1 Increase Emphasis on Archaeological and Natural Resource Conservation Projects		3.1.1-3.1.4 Revise grant application to increase emphasis on archaeological and natural resource conservation projects that impact the visitor experience				
3.2 Evaluate and Promote TIZs	3.2.1 Work with MHAA staff to evaluate current and potential TIZs	3.2.1 Work with Heritage Areas to evaluate current and potential TIZs; Prepare TIZ promotional material and post to website	3.2.3 Encourage more capital grant applications within TIZs; report on success as part of management grant annual report		3.2.3 Encourage more capital grant applications within TIZ boundaries; report on success	
3.3 Action and Work Plans to Address Natural Resource Conservation and Historic Preservation	3.3.1 Identify local, regional or state conservation group to work with each year; Outline project activities in action plans; 3.3.2 Outline strategies for promoting conservation grants; 3.3.3 Outline strategies for working with HPCs/non-profit preservation orgs					
3.4 Engage in Local Planning Processes	3.4.2 Provide input into LPPRP and Open Space Plan updates	3.4.1 Provide comprehensive plan guidance		3.4.1 Provide comprehensive plan guidance		3.4.1 Provide comprehensive plan guidance
3.5 Natural Resource Conservation Representation Required	3.5 Include at least one natural resource conservation representative on board					
3.6 MHAA Promotion of Historic Preservation and Conservation		3.6.2 Begin providing training in preservation/conservation best practices		3.6.1 Include information on conservation organizations on resource web site		
3.7 Management Entity Promotion of Historic Preservation and Conservation	3.7.1 Work with HPCs and conservation groups to identify key issues; 3.7.3 Champion preservation to the extent outlined in the management plan 3.7.5 Join POS		3.7.2 Host or co-host educational programs and events; 3.7.4 Include website linkages			

Section IV — Heritage Tourism Marketing and Product Development Strategies

Action Step	Short (1-2 years) Mgt. Entity	Short (1-2 years) MHAA	Mid (3-4 years) Mgt. Entity	Mid (3-4 years) MHAA	Long (5-10 years) Mgt. Entity	Long (5-10 years) MHAA
4.1 Marketing "Heritage Areas" as Destinations	4.1.1 Use Heritage Area themes as basis for marketing messages		4.1.2 Identify ways to communicate Heritage Area's name and message through promotional outlets			
4.2 Partnering with MOTD	4.2.4 Select one director as contact to MOTD	4.2.1 MHAA and MOTD host meeting of Heritage Areas and DMOs; 4.2.2 MHAA and MOTD facilitate Heritage Area and DMO meetings; 4.2.3 Explore Heritage Area award at Governor's Tourism Conference				
4.3 Partnering with DMOs	4.3.1 Invite DMO to serve on board; 4.3.2 Form marketing committees; 4.3.3 Include DMOs in planning	4.3.4 MOTD requires DMO marketing plans to be reviewed by heritage areas	4.3.5 Share work plans and end-of-year reports with DMOs			
4.4 Marketing Grants		4.4.1 Initiate 5-year monitoring timeline; 4.4.2 Revise marketing grant guidelines (every other year); 4.4.3 Allow mini-grants to support marketing				4.4.1 Evaluate 5-year monitoring timeline for marketing
4.5 Marketing on the Internet			4.5.2 Heritage Areas and DMOs create thematic itineraries to post on web sites; 4.5.3 Heritage Area websites include visitors section; 4.5.4 DMO web sites include link to heritage area and MOTD sites	4.5.1 MOTD will develop web site highlighting heritage areas		
4.6 Training	4.6.2 Encourage grant recipients to attend training	4.6.2 Prepare a calendar of training activities	4.6.1 Determine information and assistance methods 4.6.3 Seek partners to offer workshops	4.6.1 Determine information and assistance needs; 4.6.3 Host training as appropriate		
4.7 Visitor Research						4.7 Survey public on Heritage Area themes

Section V	Communication Strategies					
Action Step	Short (1-2 years)		Mid (3-4 years)		Long (5-10 years)	
	Mgt. Entity	MHAA	Mgt. Entity	MHAA	Mgt. Entity	MHAA
5.1 Heritage Area Definition		5.1.1 Review definition; finalize language 5.1.2 Create communications statements				
5.2 Web Based Communication System		5.2.1 Identify audiences for website 5.2.2 Create a development plan for website and begin posting data		5.2.3 Post website elements according to development plan		5.2.3 Post website elements according to development plan
5.3 Heritage Area Brochure		5.3.1 Create brochure and design in downloadable format 5.3.2 Explore design as shell		5.3.2 Post brochure on website		
5.4 Heritage Area Resource Guide				5.4.1 Prepare resource guide; 5.4.2 Post on website		
5.5 Increase Communication Among MHAA and Heritage Area Boards	5.5.1 Send board meeting minutes to MHAA staff; Provide annual updated list of board to MHAA	5.5.2 MHAA staff to copy Mgt. Entity board chair on correspondence with Heritage Area staff 5.5.3 Invite board chairs to MHAA meetings – recognize service 5.5.4 Begin annual survey of boards on program performance				

Section VI	Systems for Meaningful Performance Evaluation					
Action Step	Short (1-2 years)		Mid (3-4 years)		Long (5-10 years)	
	Mgt. Entity	MHAA	Mgt. Entity	MHAA	Mgt. Entity	MHAA
6.1 Internal Evaluation Tool		6.1 Finalize 360 degree survey instrument; Establish annual performance targets	6.1.3 Participate in 360 degree survey	6.1.3 Solicit feedback and analyze data; share results with partners	6.1.3 Participate in 360 degree survey	6.1.3 Solicit feedback and analyze data; share results with partners
6.2 Heritage Area Direct Performance Measures	6.2.1-6.2.3 Submit data to MHAA	6.2 Set performance targets	6.2.1-6.2.3 Submit data to MHAA	6.2 Solicit feedback and analyze data; share results with partners	6.2.1-6.2.3 Submit data to MHAA	6.2 Solicit feedback and analyze data; share results with partners
6.3 External Evaluation Tools	6.3.1-6.3.3 Begin submitting baseline data	6.3.4 Collect and tabulate baseline data	6.3.1-6.3.3 Submit metric data	6.3.4-6.3.5 Compile, analyze, and report on metric results	6.3.1-6.3.3 Submit metric data	6.3.4-6.3.5 Compile, analyze, and report on metric results
6.4 Develop ROI measurement		6.4.1 Work with MOTD to develop ROI protocol; 6.4.2 Conduct digitized mapping of MHAA investments				6.4.3 Conduct visitor satisfaction survey
6.5 Use of Maryland Cultural Data Project for Data Collection		6.5 Consult with Pew re. the adaptability of MD CDP for MHAA needs; continue to require grantee participation in MD CDP				
6.6 Reporting of Performance Evaluation Findings		6.6 Incorporate performance evaluation findings into MHAA annual report		6.6 Incorporate performance evaluation findings into MHAA annual report		6.6 Incorporate performance evaluation findings into MHAA annual report

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