

Minutes of the  
Fifty-Eighth Meeting of the  
Maryland Heritage Areas Authority  
Maryland Department of Housing and Community Development  
100 Community Place  
Crownsville, MD 21032  
January 17, 2013

The fifty-eighth meeting of the Maryland Heritage Areas Authority was held at the Maryland Department of Housing and Community Development, 100 Community Place, Crownsville, MD beginning at approximately 9:40a.m.

**Authority Members/Designees Present:** Matthew J. Power, Deputy Secretary, MD Department of Planning (representing MD Department of Planning Secretary Richard E. Hall, and Chairperson of the Maryland Heritage Area Authority); Hannah Byron (representing MD Department of Business & Economic Development Secretary Christian Johansson); John Wilson (representing MD Department of Natural Resources Secretary John R. Griffin); Marty Baker (representing MD Department of Transportation Acting Secretary Darrell B. Mobley); Donna Ware (recommended by the Speaker of the House); Ann Fligsten (recommended by the Speaker of the House); Robert D. Campbell (Governor's Appointee for Historic Preservation Expertise); Burton Kummerow (recommended by President of the Senate); John Fieseler (MD Tourism Development Board representative); Amy Seitz (representing MD Department of Housing and Community Development Secretary Raymond A. Skinner); Wayne E. Clark (recommended by President of the Senate); J. Rodney Little (State Historic Preservation Officer); Rowland Agbede (representing MD Department of Agriculture Secretary Earl Hance); Amy Owsley (Representative for MD Greenways); Andrea C. Harrison (MD Association of Counties representative); Melinda Vann (representing MD Higher Education Commission Interim Secretary Danette Gerald Howard, Interim Secretary)

**Authority Members/Designees Absent:** Donna Dudley (Public member for Heritage Tourism); Marcie Taylor-Thoma (representing MD State Department of Education Secretary Lillian M. Lowery); Vacant (MD Municipal League Representative)

**Staff Present:** Bernadette P. Pruitt, Jennifer Ruffner, Richard Hughes, Elizabeth Hughes, Shannon Marino, Suzanne Mbollo, Amanda Conn

**Others Present:** Roz Racanello (Chair, Maryland Coalition of Heritage Area and Director of Southern MD Heritage Area); Jay Parker (Lower Eastern Shore Heritage Area); Mary Ann Lisanti and Brigitte Carty; (Lower Susquehanna Heritage Greenway); Amanda Fenstermaker (Heart of Chesapeake Country Heritage Area); Liz Shatto (Heart of the Civil War Heritage Area); Jeff Buchheit (Baltimore National Heritage Area); Dee Dee Ritchie (Mountain Maryland Gateway to the West Heritage Area); Deborah Divins Davis (Stories of the Chesapeake Heritage Area); Pete Lescher; TAC members Elizabeth de Mozenette and Marci Ross

### **Call to Order/Introductions**

Mr. Power chaired the meeting and called the meeting to order at approximately 9:40 a.m. Everyone in attendance introduced themselves.

### **Welcome and Introductions**

Mr. Power welcomed and introduced new legal counsel for MHAA/TAC, Amanda Conn who has taken over the responsibilities of Mr. Philip Deters; Mr. Rowland Agbede who is representing MD Department of Agriculture Secretary Earl Hance; and new MHAA appointee Pete Lescher.

Mr. Power announced that as of January 16<sup>th</sup> MHAA was recommended to received full funding for its program.

### **Approval of Minutes for October 18, 2012**

Ms. Fligsten offered the following motion:

**RESOLVED, that the Authority approves the October 18, 2012 meeting minutes as presented.**

The motion was seconded by Mr. Wilson and approved unanimously.

### **Management Report**

#### **Maryland Heritage Areas Authority Financing Fund (R. Hughes)**

Mr. Hughes reported on the MHAA finance report as of December 31, 2012. It reflects an available balance of \$409,210.49. The increase from the last report is a difference of \$30,272.00 due to three grants that came in under budget. One was a 2011 grant from the Washington Revels for Civil War Heritage Programs that came in under budget by \$212.79 and two 2012 grants that came in slightly under - the Anacostia Trails Heritage Area Management Grant was \$60.00 under budget, and the Friends of Concord Point Lighthouse in Havre de Grace that was amended at the last MHAA meeting with a reduction in funding due to a change in scope resulting in a reduction of \$30,272.29.

#### **Grants Lifecycle Management Software - Update on Status (J. Ruffner)**

Ms. Ruffner reported that the status of the grants lifecycle management software is still moving forward. . The RFP was released on October 9, 2012, after being reviewed and approved by MDP and the Department of Information Technology. The RFP closed December 5, 2012. Three proposals were received and two were determined eligible for participation. Demonstrations of the two systems are currently taking place and recommendations will be made

thereafter. Ms. Ruffner indicated that once in place the software will have a wide range of benefits for everyone resulting in better functionality and access for reviewers and staff, improved customer service for grantees and a better way to track and document the outcome of grants.

#### MHAA Strategic Plan Implementation - Status Report (J. Ruffner)

Mr. Power mentioned that we are moving out of the short term goals phase of the strategic plan and it's a huge effort that has gone on for a very long time. He again thanked Elizabeth Hughes for her leadership in starting the effort four years ago. He sits on a lot of boards and commissions that do strategic planning, however, he can't think of any other entity that has formulated a thoughtful strategic plan and has used it as a real tool to guide the future program. He is incredibly pleased with the creation, the ability to implement the plan with collaboration and cooperation from all on the Authority and at the local level.

Ms. Ruffner reviewed the three charts that were distributed. She mentioned that it would be the last report on the short term goals of the plan (2010-2012). She noted that many of the work items have been completed (100%) and that there are some short-term items that will be shifted to the mid-term goals. Last quarter the five year plan submissions were completed. The next areas of focus are the development plans which the heritage areas are working now and the performance measures. Progress has been made, but we are still working on program statements for each state agency. A draft model of the program statement for MDP is being finalized, and then additional statements will be created for other agencies. She reported on discussions with the heritage areas and the TAC about several items for marketing pieces, including a brochure for the heritage area program (should it be an educational and/or marketing piece), and improvements to the website. Heritage areas have worked very hard to make sure that items are completed or are in progressing. The next chart will focus on mid- and long-term goals.

As a member of the strategic plan action team (SPAT), Ms. Racanello mentioned that she and a few others were very concerned about how front-loaded the strategic plan was, and thanked Mr. Hughes and Ms. Ruffner for their tenacity in continuing to move forward over the first couple of years of its implementation. Mr. Power thanked staff as well.

#### Update on 360 Internal Survey (J. Ruffner)

Ms. Ruffner asked everyone to recall the web survey that was conducted last year to evaluate the heritage areas program. It was one of three evaluation tools from the strategic plan that looks internally to see how the program working through the eyes of the immediate stakeholders.

A lot of feedback was received about the structure of the survey with a feeling that one size does not fit all. This time the survey will have similar questions but will be a little more tailored to the local heritage area board members versus the MHAA versus staff. She noted that the survey will be sent out within the next month and asked that everyone take time to participate in it upon

receipt. Mr. Power mentioned that the survey indicates how we are doing as a program. He asked everyone to be thoughtful as they partake in the survey.

**Status of Statewide Heritage Area certification and propose boundary amendments**

(R. Hughes)

Mr. Hughes indicated the Patapsco Heritage Greenway (PHG) certification efforts are moving forward. Mr. Hughes, Elizabeth Hughes, Jen Ruffner met with representatives of PHG last month to review their status. They are preparing a draft grant application to support a two phase approach to update their management plan. They started in 2000 to move toward certification, but it was never submitted to MHAA for review. Strong opposition was expressed from the general public and particularly environmental groups due to inaccurate information about what would happen to Patapsco State Park. At that point certification efforts ended and the necessary support of the counties to move forward was withdrawn.

Recently the PHG (the planned management entity) has picked it up again to complete the steps for certification. Due to the past public opposition that ended the initial efforts, PHG has been in discussion with the Urban Land Institute to hold a series of public meetings and charettes to obtain public input and support.

The second phase will move forward with an update of their 2000 management plan based on public feedback, and any changes that are required over the 12-13 year period since 2000.

Staff suggested that PHG reach out to the public first to and then reassess and decide to move forward or not to move forward with the next component (management plan update) based on public input that is received.

Mr. Hughes indicated that a draft application has been requested, but not received. He anticipates that he will receive the application from them in the near future.

Mr. Hughes mentioned that letters of support from Howard and Baltimore county executives as well as at least one county council person have been received. Mr. Hughes noted that DNR was previously involved in discussions of the efforts but MHAA member Mr. Wilson indicated that the representative who had been involved left that position and he was not aware of other DNR staff who were involved.

Mr. Power wants to have them come in to see where they are and share what efforts are underway before considering any more funding for the next phase.

**Canal Place Heritage Area (Allegany County) – Management Plan Update and proposed boundary amendment (R. Hughes)**

Mr. Hughes indicated that Canal Place is working with consultant Makin Engineering, from Pittsburgh to update their management plan. Preliminary proposed maps were included in

everyone's binder to see what the expansion would include. The update is made up of three components 1) to update the heritage area management plan to look at the desirability and feasibility of expanding the heritage area within Allegany County. Currently the heritage area is located solely within the city of Cumberland. The major components that are being proposed for boundary expansion are the C& O Canal within the county, the historic National Road, the Western Maryland Scenic Railroad, and some of the scenic byways, including Frostburg, Mt. Savage, Midland, Lonaconing, and Westernport. They are also looking at adding , both local and national register historic districts that are not currently in the heritage area and the Candock Riverside Recreation area along the Potomac River and C& O Canal mainly to provide needed water access to the Potomac River.

The Canal Place Advisory Committee is finalizing comments on the draft that is scheduled to be submitted to the MHAA and completed by the Spring. Afterwards, public hearings will be held and MHAA members will take a familiarization tour of the area.

Ms. Byron asked about a possible name change for the heritage area, noting that a great deal had already been invested in the Canal Place branding. Mr. Hughes stated that there is a feeling that if the boundaries are expanded, the name, Canal Place, would not fit the larger area. Ms. Ritchie noted that the Canal Place Preservation and Development Authority had already wanted to voted on a new name – Allegany County Heritage Area – Crossroads of Transportation, but she stopped it, and would appreciate MHAA weighing in on the renaming/rebranding issue. Ms. Byron indicated that it was a big decision and required research. Ms. Ross concurred, stating that naming is part of the overall branding strategy, and the changes needed technical assistance to study stakeholder perceptions.

**City of Rockville (Montgomery County Heritage Area) – proposed boundary amendment to add portions of the City of Rockville to the Montgomery County Heritage Area. (R. Hughes)**

Mr. Hughes reported that the City of Rockville continues to move forward with joining the Montgomery County Heritage Area, and intends to submit a request / application to the MHAA for a proposed boundary amendment to add portions of Rockville to the Montgomery County Heritage Area (MCHA). The boundary focuses on the historic downtown core area. The Rockville Planning Commission, the City Council and Mayor have moved ahead with it and have conducted three public meetings. Required amendments to the management plan and to the Rockville comprehensive/master plan have been made. No vote has taken. The management entity of MCHA supports the proposed boundary amendment. Their goal is to have MHAA take action on the request at April 2013 meeting. Mr. Hughes asked for three MHAA members to volunteer to tour the proposed area on February 12, 2013. A minimum of three MHAA members are required to participate in the hearing. Mr. Power and Ms. Byron volunteered and Mr. Power asked anyone else interested in volunteering to e-mail Mr. Hughes.

**Legislative Reports** (M. Power)

Mr. Power reported that MHAA was recommended for full funding for fiscal year 2014 and the Sustainable Communities Tax Credit program was recommended to received a \$3 million increase from \$7 to \$10 million. MDP was approved for a new position to focus on real estate revitalization and that person will be working closely with the staff of DHCD. The MDP budget overall remained intact plus some additional funding. There are no big bills, but MDP is working on a Tax Increment Financing Bill to fund infrastructure – the enabling legislation includes historic preservation and façade work.

Ms. Byron reported that the Department of Business & Economic Development received \$2 million for the War of 1812 Bi-centennial, with focus on the Chesapeake Campaign. She encouraged heritage area directors to seek funding. She also reported a \$2 million increase for arts funding and entertainment.. The Tourism office received flat funding.

Mr. Wilson reported that the Department of Natural Resources / Land Preservation and Conservation side is currently in the proposed budget funding for \$23.5POS is in for \$32.5 million, Rural Legacy program is in for \$19.5 million and Community Parks and Playgrounds at \$2.5 million.

Ms. Seitz reported that the Department of Housing and Community Development (DHCD) received an increase for the Smart Growth Impact Fund from \$5.2 to \$7 million.

Mr. Power stated that some heritage area directors are aware of it and that this program can be a resource and tool for heritage areas and recommended they remain informed as it moves forward. Ms. Seitz indicated that it can be used to support capital projects, particularly the rehabilitation of historic buildings.

The Community Legacy program is in for level funding at \$6 million. The Neighborhood Business Works Loan Program is down slightly around 1 million due to remaining money in the pipeline from the current fiscal year. Delegate Stephen Lafferty is pushing for \$750,000 to support the tax credit program.

Ms. Owsley reported that the Eastern Shore Land Conservancy is supporting a \$1 million earmark in the governor's budget for a building in Easton. They received a tax credit, and need to raise \$5 million and will have a public campaign over the next few months to support the program.

Mr. Clark made the MHAA and the Maryland Coalition of Heritage Area aware that the general assembly / legislature is looking to cut large amounts from the budget, and it is important to continue to communicate with legislators on the importance of the Heritage Areas Program.

Mr. Power announced that that the Executive Committee did meet and approve a \$50,000 emergency grant to the Canal Place Preservation and Development Authority for emergency stabilization of the Footer Dye Works building. An appropriation is needed to release the funds.

Mr. Power announced that the Stories of the Chesapeake Heritage Area Executive Director position will be vacant as of January 31, 2013. He intend to reach out to Paulette Greene to let her know that MHAA is happy to provide staff assistance during the search for a new director and it is reasonable for the MHAA to have some level of cooperation/input during the hiring processes.

#### Maryland Coalition of Heritage Areas (MCoHA) Report (E. Shatto)

Ms. Shatto reported that the MCHA touched on a number of issues at the December 13, 2012 meeting. They started with discussing the pending brochure and what its purpose would be for the audience. The heritage area directors feel strongly about using it for advocacy and education. This lead into a larger discussion about marketing – including if they wanted to enter into joint marketing endeavors, if they wanted to pursue a multi-heritage area marketing grant, if it was possible and if they should work on a marketing plan for the MCoHA.

They had a visit John Hudson from the Maryland Environmental Trust (MET) who shared general information about their program and how MET and MCoHA might be mutually supportive. A suggestion was made that MET's monthly newsletter might be a vehicle for demonstrating the role of conservation easements in the heritage areas.

In addition they met the newly hired MHT grants administrator, Suzanne Mbollo, and Timothy Leahy an intern with MHT, who updated them about the state's historical preservation plan. The heritage directors encouraged him to look at the five year plans for the 12 heritage areas plans. They also talked about funding and advocacy. MCoHA will again be present at MACO and MML conferences where they gather a lot of contacts information. Now that they know what the governor's budget looks like they can make sure that they are communicating with those contacts and build a call for action and refer people to the website that Aaron created for MCoHA.

#### Heritage Area 5-Year Plans - Summary Reports

##### Heart of Chesapeake Country Heritage Area HCCHA (Amanda Fenstermaker)

Ms. Fenstermaker thanked the MHAA for approving the HCCHA five year action plan. It was a good exercise to go through the management plan to identify the great things that have been accomplished and to update things that might be irrelevant.

She summarized that the HCCHA board is an advisory board under the Dorchester County government. It is the only heritage area with such a structure and consists of two appointed members from the Dorchester County Council, members from each municipality within the heritage area and three at-large board seats. Within the past year they struggled to get good attendance and a quorum, and it is the first year for this to happen. She has asked the Dorchester County government to come up with a way to address the issue. They are looking at ways to get geographical representation from across the county. This is an unanticipated challenge and

HCCHA are working on re-addressing the bylaws and resolutions to get good attendance and lively discussion.

Ms. Fenstermaker focused on the highlights from their 2013 annual work plan. She indicated that this year is big with regards to the Harriet Tubman Centennial and the Underground Railroad. The HCCHA and the Federal Highway Administration have awarded several grants over the past years. Two of the main initiatives consist of the installation of 22 interpretive markers on public and private lands that will fully interpret the Underground Railroad in Dorchester and Caroline Counties. HCCHA have 22 signed easements and have worked very hard to get everyone to agree to the signage. HCCHA is working on an audio guide that will be available on March 8, 2103 in honor of Tubman's 100<sup>th</sup> death anniversary on March 10, 2013. They are working with a great consultant who is passionate and enthusiastic about the story and they have interviewed local people. Their voices and stories will be highlighted throughout the tour. It will be downloadable and available on iTunes, and will be accessible on [www.harriettubmanbyway.com](http://www.harriettubmanbyway.com) and on a Compact Disc. On March 8-10<sup>th</sup> the key events marking the 100<sup>th</sup> anniversary will be held, with an opening reception gala, and exhibition of the work of artist Mark Priest, and a groundbreaking ceremony on site at the Tubman State Park and the Harriet Tubman Organization. There will be a banquet on the evening on the 9<sup>th</sup> and on Sunday the 10<sup>th</sup>, acclaimed jazz musician Marcus Shelby and his quartet from San Francisco will offer several pieces of music based on Dr. Kate Larson's biography of Harriet Tubman at the Hyatt Region Hotel. A Tubman Underground Conference will be held the end of May 2013 and into June and American Opera Projects will be producing a theatrical production on October 5, 2013. They have been getting a great response from the media releases that have gone out. The Maryland Office of Tourism was a huge partner on the public relations end and she is very optimistic about how well everything will play out.

Another byway is being developed in Talbot, Caroline and Dorchester counties called the Michner Chesapeake Country Scenic Byway and within the byway HCCHA have made an assessment and think that there are good opportunities to develop and interpret Native American stories, and the history of boatbuilding, waterman and agriculture. MHAA gave HCCHA a grant to develop several heritage trails brochures. The brochures are broken down geographically, and one is already completed (Cambridge and the Neck District). The Neck District is west of Cambridge and is a very scenic drive. Currently, HCCHA is working on the second brochure that will take people from Cambridge to Taylor's Island and Coopers Island and the third one, Route 50 Side Trips, will take people from Cambridge to Vienna, East New Market and Secretary using Route 50 as the spine. There will be lots of ideas and ways to use the heritage trails project as jumping off point for developing the themes within the new byway.

There will be a change from three to four at-large board seats and one new member has a special talent for getting partners together and develop short-, mid- and long-term goals for how to communicate and work together better.

HCCHA will be working with a consultant and stakeholder group to redefine their mission and figure out what the group wants to address in the short-term. Dorchester County went to the American Bus Association market place in Charlotte for the first time and that was an excellent



exercise and they can work on improving their group tour offerings. HCCHA will continue to support signage projects with the City of Cambridge and working with State Highway Administration on byway wayshowing signs to prevent confusion.

Baltimore National Heritage Area (BNHA) (Jeffrey Buchheit)

Mr. Jeffrey Buchheit circulated two draft copies of the comprehensive management plan for the Baltimore National Heritage Area (BNHA). The BNHA was state certified in 2001. Initially the BNHA had a strong management plan and stuck with the five original goals in the plan. In 2006 they went through a process to develop a feasibility study to become a national heritage area lead by Bill Pencek, and a management plan update was done that was approved in 2007. The one change that was made in 2007 was the removal of the marketing and promotion and the inclusion of an interpretive component. Upon becoming a national heritage area it became a congressional mandate to develop a comprehensive management plan that happened simultaneously with the MHAA going through its strategic planning process which resulted in the BHNA's creation of their 5 year strategic plan.

The BHNA advisory committee and consultant team advised BNHA that the initial five main goals remain relevant. The BNHA submitted its five year plan in May 2012. Names, objectives and actions from the approved 2006 plan and his five years of experience as Executive Director with the heritage area were included. He looked at what was not reasonable, what should be pulled out and what continue to be good action items. The goals remain relevant and the process was shared with the management consultant team and advisory committee.

Mr. Buchheit stated that the BNHA have begun to a process to develop a comprehensive management plan for the National Park Service. In the summer of 2001 consultants Wallace Roberts and Todd of Philadelphia, PA was hired. They were also the consultant team for the Star Spangled Banner National Trail and happened to be the lowest bidder at \$180,000. The plans were not cheap, but he feels as though the money was very well spent because staff could not have accomplished what it did without the team. In November of 2011 BHNA met with their advisory committee and they created an aggressive timeline with the upcoming Star Spangled Sailabration and the move from the Mayor's Office to a standard non-profit organization within a two week time period.

They very quickly determined that the five main goals remained relevant that are basically Interpretation, Stewardship, Heritage Tourism Development, Neighborhoods and Management. Details are available if requested.

In December 2011 they completed a resource database, interpretive plan and interpretive framework that was handed out. In the summer it will be produced into posters and partners will have the framework to tie into the interpretive themes and fit into the heritage area and in additional a resource database coded as to where they fit into the interpretive plan.

The plan was divided into a background chapter, an appendix on heritage resources, heritage area initiatives, heritage tourism and marketing, a foundation for planning, interpretive framework and a business plan that includes a 46 page list of action items and implementation strategies.

In April, public and state core meetings and an advisory committee meeting were held. The state core meetings were well attended, but not the public meetings.

After the Sailabration, BNHA developed the 46 pages worth of action items. It took two months and 75 per cent of three staff member's time and full time of the team of consultants to develop those pages.

Last summer BNHA discovered a boundary issue. It is temporarily alright for now since a grant is not coming in from that area. BNHA is working with MHAA staff to resolve the issue and will come back to MHAA for a boundary amendment request and then to Congress so that the state and national boundaries will be identical.

For twelve years, the BNHA did not have a mission statement, and the advisory committee created a mission statement in April that was approved in October 2012.

Also in October, three stakeholder meetings were held that focused on parks and open spaces, Main streets, and Arts and Entertainment districts. The general stakeholders meeting was packed and people were very engaged. The feedback they offered was incorporated into the management plan. At the BNHA's advisory committee's November 17<sup>th</sup> meeting concerns were read and acknowledged. That concerns centered around future staffing and office space for BNHA.

Mr. Buchheit also mentioned that he is hoping that when BNHA finalizes their national heritage area management plan that the MHAA can approve the national plan so they aren't working from two separate plans.

#### Southern Maryland Heritage Area (Roslyn Racanello)

Ms. Roz Racanello gave out a hand out to see what's been going on in the Southern Maryland Heritage Area (SMHA) over the past few years. All of the projects shown had been funded by MHAA in some way. The Cove Point Lighthouse masonry tower received some funding a couple of years back. The Keepers House is a duplex of two separate living quarters that's been completely rehabilitated and is available for weekly rentals and has been fully booked into the future. She is very excited about its success. She recapped some things that have been accomplished that were part of the strategic plan.

SMHA had four major goals in the early part of the strategic plan. One major goal was to examine every TIZ and consider new TIZs. Some were active with nothing going on and some were complete and ready to wrap up, some areas that were thought to become a TIZ weren't designated. She expressed her appreciation for doing away with the boundary designation that would have been a lot of work with capital projects having to be in those zones.

**Increase Visitation and Length of Stay:** SMHA works very closely with the three counties, the tourism, marketing and DMOs who are voting members of the board. She meets with them prior to meetings.

**Sustaining Mutual Partnerships and Increasing Stakeholder Support:** They have a good relationship with the three counties that provide matching funds for the heritage areas operation. They have five towns in all three counties. One mayor is currently on the SMHA board and in the past other mayors have served on the board as well. They work closely with those mayors and town managers of the five towns. They come to SMHA to fund projects and so the SMHA knows what is going on in the towns. The Southern Maryland Historical Association consists of museums, parks and historical societies. The membership has been opened up and a lot of people attend the meetings that she co-host with SHMA board chairman Doug Alves. The meetings are very informational, informal and a great network for the heritage area.

**Improve Visitor Experience through Development of Heritage Tourism Infrastructure:** This is an area that is consistently worked on by all heritage areas. SMHA is working on some areas that do not have a lot of interpretation which makes it a more glaring need when you look at the Religious Freedom National Scenic Byway, Star Spangled Banner Trail, and down the Chesapeake along the Potomac River. Museum board members are pushing to get more involved to bring some experience to the Patuxent Naval Base.

**Accessing Effectiveness and Long-Term Sustainability:** SMHA is not a heritage area that does projects, but helps a lot of others get projects done by way of heritage area mini grants and other funding opportunities and support. She is on a lot of committees, works with a lot of stakeholders, but she is part-time. However, she communicates with people to see how they might join her in the process. SMHA is working with stakeholders and board members to find a way to be more sustainable to increase matching and other funding.

**Visitation:** They are working with the tourism marketing committee on visitation and co-hosted and shared the work with Mid Atlantic Tourism and Public Relations Association (a big regional meeting of travel writers). They hosted a tour in Solomon's and did fam tours all over, including the Religious Freedom Byways. It took a lot of money and time but a lot of good articles came out of it.

**Create Support for Group Tour Operators:** They are trying to be consumer friendly on the website and in other materials, and want to get group tours down to Southern Maryland. SMHA has joined, put in ads and is working with the Pennsylvania Bus and Maryland Motor Coach Associations and DMOs to get folks to Southern Maryland.

Enhancing the Website: St. Mary's College history class is creating War of 1812 in Southern Maryland web pages. It was free, wonderful and will be posted to the website. Students will be working with SMHA on the religious freedom interpretation research this fall.

An RFP is out to produce a video, a very brief recap, on Southern Maryland and why you should visit.

They are working with a company on the mobilization of the website that will be downloadable to smartphones.

Partnership and Support: They held a grant workshop with the State Highway Administration. It was the most popular workshop ever held. It focused on three grant programs; bikeways, rec trails and one of the more complicated Department of Transportation funding programs. It was really well done.

Regional Business: Currently pitching partnership with a regional business to sponsor an additional mini grant round.

SMHA met with the National Park Service and Accokeek Foundation to ask them to implement the interpretive plan for the Religious Freedom Byway. They previously asked SHA and Scenic Byway for support to no avail.

### Action Items

#### Certified Heritage Area 5-Year Plans (FY2013 – FY 2018) – Final review and approval

Lower Susquehanna Heritage Greenway Heritage Area

Lower Eastern Shore Heritage Area

Mr. Hughes indicated that at the prior meeting MHAA approved the five year plans for ten of the twelve heritage areas. The two remaining heritage areas, the Lower Susquehanna Heritage Area and Lower Eastern Shore Heritage Area have made the recommended changes. The Technical Advisory Committee directed staff to review changes to the five year plans of these two heritage areas. Staff determined that they were ready to go. The MHAA is now required to take action to approve the final plans of those heritage areas.

The following motion was made by Ms. Seitz:

**RESOLVED, that the Maryland Heritage Areas Authority (the Authority), approves the 5-Year Action Plans submitted by the Lower Susquehanna Heritage Greenway Heritage Area and the Lower Eastern Shore Heritage Area, as presented.**

The motioned was seconded by Mr. Wilson and approved unanimously.

Resolution of appreciation to Assistant Attorney General Philip J. Deters for over 17 years of service to the Authority and Maryland's system of Recognized and Certified Heritage Areas.

Mr. Power read the following resolution in honor of Mr. Philip Deters regarding his service to the state and particularly to the MD Heritage Areas Program.

Ms. Fligsten offered the following motion:

**WHEREAS**, the Maryland Heritage Areas Authority was created in 1996 as an instrumentality of the State of Maryland to encourage, assist, and approve the creation of a statewide system of recognized and certified heritage areas that reflects the cultural themes of the State's development and provides educational, economic, and recreational benefits for present and future generations; and

**WHEREAS**, Philip J. Deters, Esq. served as legal counsel during the development of the legislation creating the Maryland Heritage Areas Authority in 1996, and has served with distinction as legal counsel to the Authority and the now-statewide system of heritage areas for over 17 years; and

**WHEREAS**, during these 17 years, Philip J. Deters has been instrumental in creating, supporting and advising Maryland's 13 Recognized and Certified Heritage Areas, including the Anacostia Trails Heritage Area, Annapolis, London Town and South County Heritage Area, Baltimore National Heritage Area, Canal Place Heritage Area, Mountain Maryland Gateway to the West Heritage Area, Heart of Chesapeake Country Heritage Area, Heart of the Civil War Heritage Area, Lower Eastern Shore Heritage Area, Lower Susquehanna Heritage Greenway Heritage Area, Montgomery County Heritage Area, Patapsco Heritage Greenway Recognized Heritage Area, Southern Maryland Heritage Area, and Stories of the Chesapeake Heritage Area; and

**WHEREAS**, Philip J. Deters played a key role in the development of policies and programs of the Maryland Heritage Areas program including the establishment of the Heritage Areas grant and loan programs which have awarded over \$25.6 million in assistance to 417 projects that have leveraged over \$84.4 million in non-state support to heritage tourism projects and activities in every county of the state and Baltimore City; and

**WHEREAS**, Philip J. Deters has tirelessly used his knowledge and expertise not only of the law, but of history, museology, documentary research, and archaeology to preserve the best of Maryland's historic sites and towns, unspoiled natural landscapes and enduring traditions, and to ensure that these tangible links to both place and the past encourage residents to recognize they have a special piece of the American story to treasure and share with others; and

**WHEREAS**, he has chosen to retire from state service to share his talents with other worthy endeavors in Maryland, Hawaii, and places yet to be enriched by his wise counsel,

**NOW, THEREFORE, BE IT RESOLVED** that the Maryland Heritage Areas Authority commends Philip J. Deters for his commitment and dedicated public service in support of preserving, enhancing, and interpreting Maryland's historical, cultural, and natural heritage to visitors and Marylanders alike.

The motion was seconded by Ms. Byron and approved unanimously. The resolution will be framed and sent to Mr. Deters.

### Discussion Items

Mr. Power stated that the strategic plan set forth three ways to measure the performance of the heritage areas and the heritage area program, and they are all very different. The internal performance measurement survey was discussed above. In addition, there are the Direct Performance Measures which look at the performance of the heritage area management entities, and the Program Impact Measurements, which look at the impact of the program as a whole.

The Direct Performance Measures are designed to evaluate performance while keeping in mind that each heritage area is different.

The Program Impact Measurements will help in the lobbying efforts for funding, and will demonstrate the statewide impact of the program.

MHAA is the first state heritage area program in the Country to try to do this, and it will be a work in progress that will be re-evaluated if it is not working. The goal is to establish a fair way to look at things.

Mr. Hughes noted that today was just a discussion, that more feedback was needed from the heritage area directors.

Ms. Ruffner reviewed the Direct Performance Measures, which were distributed to the group. They fall into 3 categories – Funding Leveraged, Activities Completed and Management Capability.

Mr. Fiesler asked about the attendance at meetings requirement, noting that attendance is voluntary for DMO meetings. Ms. Racanello commented that it's not asking too much to attend meetings. Ms. Byron asked if it could be encouraged rather than required attendance. Mr. Power stated that he liked the requirement, and felt that the bar was set fairly low. He also noted that this came out of the strategic plan, which the heritage areas were involved with. It was discussed that attendance does not need to be the director, but simply someone from the organization – a board member or other staff person would be fine.

The question was raised as to whether there was any weighting of the categories. Mr. Power stated that there is not at the moment, as this is simply a baseline to evaluate the measures. If after trying out the measurements everyone is failing or performing at the top level, the bar may need to be lowered or raised accordingly.

Mr. Wilson stated he felt this was a good start. Mr. Power thanked Mr. Hughes and Ms. Ruffner for their hard work on creating the document. Ms. Ware stated that it's important to remember that some heritage areas have deeper pockets than others, and that while this is a beginning, it's important to keep in mind that not all heritage areas are equal.

Mr. Clark stated that the measures were good, and the pilot was a good start. Mr. Power stated that a vote would not be taken today, but that we were pretty close to finalizing this piece.

Mr. Hughes reviewed the Program Impact Metrics which were distributed to the group. The metrics fall into three categories – Product Development, Building Partnerships, and Sustaining Local Identity. They are designed to measure overall statewide impact of the program. It is proposed that for the remainder of FY 13, the heritage areas will collect on one metric in each of the three categories, and that for FY 14, the heritage areas will collection all 15 metrics (if they apply). This will be the baseline data year, and in FY 15 the first year of measurement data will be collected.

Ms. Seitz asked if a single metric should be assigned in each category so that everyone is collecting the same information for FY 13? Mr. Power indicated that the first 6 months are more to see what it takes to collect different criteria. Ms. Seitz asked why in that case collection in all 15 metrics wasn't done from the start, and Mr. Power indicated that the groundwork simply wasn't there to start right away.

Mr. Clark stated that the definitions are good. He to see a matrix on the staffing of each heritage area, because knowing the capacity and resources of each heritage area was important for MHAA to know. He also expressed concern about the capacity of some heritage areas to do this much work, and felt there should be more time for training and a more structured approach. He expressed concern about the level of time and effort it will take each heritage area to collect this data.

Mr. Power stated that the goal is to be reasonable, and look at the time it takes, so that if it is not working, it will be changed so that it works.

Ms. Owsley stated that she felt the metrics were terrific, and wondered about the scale of reporting that was expected. Mr. Hughes said that hasn't been finalized, but that staff will work with the directors to ensure that the scale is manageable, and the data reported is substantive and measurable. MHAA staff will ultimately analyze and present a report on the data.

Mr. Campbell said that the metrics look great and it's a good start. He asked how much input the Coalition members have given on the metrics. Ms. Racanello stated that the primary concerns are with respect to data collection – they simply don't have the capacity to do large-scale collection. She used the example of attendance – some sites gather data, others do not, and

things like trails and events are difficult to collect attendance from. She said that the heritage areas simply don't have a background in data collection and someone needs to help them figure out how to collect the data. They are trying to do this new work while maintaining their existing functions.

Mr. Power stated that they would be given the resources to help them with data collection, and that he expects to hear from the Coalition on what resources and training they need.

Mr. Clark commented that it sounds like more work with the TAC and the Coalition is needed, and recommended focusing on a goal of collecting in 2014.

Mr. Wilson suggested that much of this data is already out there, it's simply a matter of going out and getting what already exists and compiling it. Mr. Power agreed, and said that it will be a snapshot, not a comprehensive look at the data. Ms. Racanello said that they could certainly benchmark key sites and events.

Mr. Buchheit commented that the National Heritage Area Program was going through the same process, and was sure that they would be happy to have a representative from the TAC, Coalition or staff participate. He said that they have gathered data for 10 years, and have found that some metrics simply do not work.

Mr. Power thanked everyone for their input and indicated that staff would continue to work with the TAC and the Coalition to refine the Program Impact Metrics and data collection.

### **Adjourn**

The meeting adjourned at 12:06 p.m.