

A Snapshot of the Economic Impact of Maryland Heritage Areas Grants



SMART INVESTMENTS IN THE
STATE'S PAST, PRESENT, AND FUTURE

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ON THE COVER

The Cedarville Band of Piscataway Indians dancing as part of American Indian Heritage Day, held annually at Historic London Town and Gardens, located in the Four Rivers Heritage Area

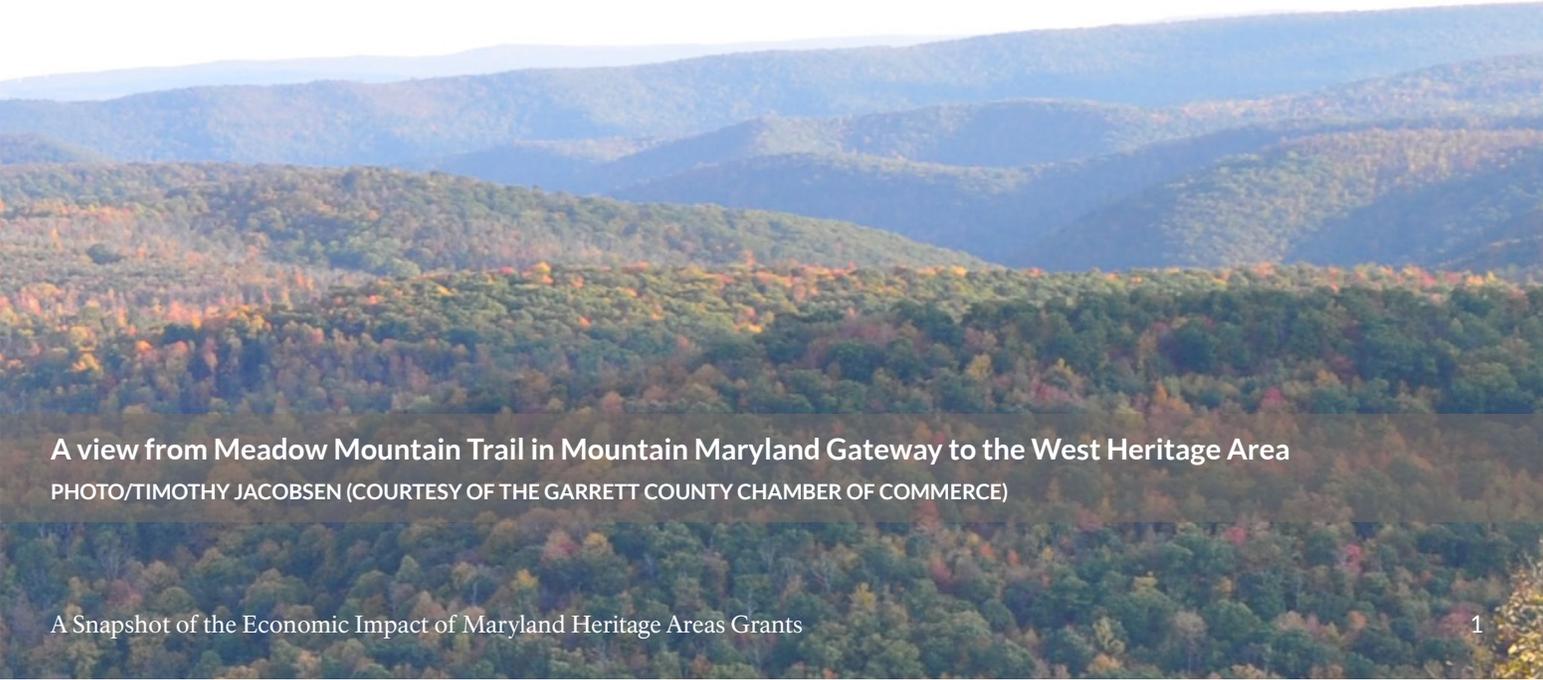
PHOTO/BOB PETERSON (COURTESY OF HISTORIC LONDON TOWN AND GARDENS)

PREFACE

The National Trust for Historic Preservation defines heritage tourism as “traveling to experience the places, artifacts and activities that authentically represent the stories and people of the past and present. It includes cultural, historic, and natural resources.” The Maryland Heritage Areas Program fosters economic development through the creation of heritage tourism products. Since its start in 1996, the Maryland Heritage Areas Authority (MHAA) has certified 13 heritage areas that include every county in Maryland, as well as the City of Baltimore. Through its grants program, MHAA has provided more than \$44.1 million in grants for projects relating to history, historic preservation, archeology, cultural traditions, and natural resources.

This report provides the findings of an economic impact study conducted in November 2017 using the IMPLAN methodology, an input-output model used to assess economic impact. It builds on an economic impact study conducted in 2003.¹ The data used in the 2017 study was compiled by MHAA staff. The analysis was conducted by Massoud Ahmadi, Ph.D. of Strategic Impact Advisors. Staff from the Maryland Office Tourism, as well as the staff of the 13 heritage areas, also provided input for this report.

¹ This 2003 report is titled “Investing in Our Communities: Maryland’s Heritage Areas Program.” While the economic impact methodology has been updated for the 2017 study, the authors built on the 2003 study when structuring and producing this narrative report.



A view from Meadow Mountain Trail in Mountain Maryland Gateway to the West Heritage Area

PHOTO/TIMOTHY JACOBSEN (COURTESY OF THE GARRETT COUNTY CHAMBER OF COMMERCE)

EXECUTIVE SUMMARY

Maryland's General Assembly created the first heritage area in 1993 with the establishment of the Canal Place Preservation and Development Authority. Canal Place's mission is to serve as "the advocate for preservation and development within the Canal Place Preservation District and the greater Cumberland area, for the purpose of enhancing heritage tourism in Western Maryland." Its success in fulfilling this mission generated interest in the creation of a statewide program to help local governments foster economic development through heritage tourism. Elements of the Canal Place model, combined with lessons learned from other existing state heritage area programs, formed the basis for the Maryland Heritage Areas Program, which was created by legislation in 1996.

Maryland's heritage areas are locally designated and State certified regions where public and private partners make commitments to preserving historical, cultural, and natural resources for sustainable economic development through heritage tourism. At the local level, heritage areas focus community attention on often under-appreciated aspects of history, living culture, and distinctive natural areas, thus fostering a stronger sense of pride in the places where Marylanders live and work. The Maryland Heritage Areas Authority (MHAA) does this through targeted State financial and technical assistance within a limited number of areas designated as "Certified Heritage Areas."

Archeology project at Newtowne Neck State Park in the Southern Maryland Heritage Area



PHOTO/ COURTESY OF THE MARYLAND DEPARTMENT OF NATURAL RESOURCES

Each of Maryland's current thirteen Certified Heritage Areas is defined by a distinctive focus or theme that makes that place or region different from other areas in the state. These unique places exhibit tangible evidence of the area's heritage in historic buildings and districts, distinctive 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. This "special flavor" of each heritage area attracts not only out-of-state visitors, but Maryland residents who are also looking for an experience that is different than "back home" and locals seeking to celebrate their home region's resources.

The program recognizes that a successful heritage area needs to have a viable economy which acknowledges the value of the area's unique heritage resources, and through public and private sector partnerships strives to preserve and enhance the places and traditions that make the area distinct and attractive to visitors. By investing public dollars to create tourism-related products, spark matching private investment, and motivate local leadership, MHAA seeks to promote a balanced, sustainable level of heritage tourism that strengthens communities and improves the residents' quality of life.

The success of the Maryland Heritage Areas Program lies in its collaborative approach to economic development through heritage tourism. Public and private partners worked together to apply for recognition and certification of each of the thirteen heritage areas. Once certified, heritage areas, and the partner organizations within the certified boundaries, are eligible to receive financial and technical assistance from the State. These state funds are matched with support from county and municipal funds, private donations, and other non-state contributions. Those investments in turn leverage even more investment in the heritage area. The current economic impact analysis shows that on average, every dollar of state project grant funds leverages \$7.78 in total support (\$6.78 in non-state investment).

Members of the Piscataway-Conoy Tribe dance at the Monocacy Aqueduct along the C&O Canal towpath, as part of the annual Heritage Days events held by Heritage Montgomery. This program was sponsored by Sugarloaf Region Trails.



PHOTO/S.L. ROGERS (COURTESY OF HERITAGE MONTGOMERY)

The study examined not only the funds leveraged by the State's investment in heritage area project grants, but also analyzed the return on investment of those funds.² On average, for every dollar of state project grant funds, \$4.45³ is returned in state and local taxes. That is a significant return on investment and has a lasting impact, allowing the state and local governments to reinvest in other important public programs.

Using the IMPLAN economic impact model, data collected by MHAA staff was used to calculate the economic and fiscal impacts of Maryland Heritage Areas Program project grants for both the development phase, and the annual ongoing operation phase. During the development phase, the thirteen heritage areas included in the study⁴ generated 353 direct and indirect, full-time equivalent jobs, and an estimated \$1,499,425 in state and local tax receipts. During the first full year of operations (after the development phase), the heritage area project grants generated \$264,947,653 in total economic expenditures, 3,146 full-time equivalent jobs, and \$19,822,562 in annual, ongoing state and local taxes.

This study looked specifically at the economic impact of the Maryland Heritage Areas Program project grants, but this is a narrow focus that does not capture the full extent of the impact that the program has. The heritage area management entities themselves receive management funds and provide technical and non-financial assistance, as well as mini-grants, to stakeholders within each heritage area. In addition, the projects completed by stakeholders not only have economic impacts, but more qualitative impacts, on things like preservation of historic resources and quality of life for residents. This study does not explore those wider program impacts, which will be the subject of a larger and more in-depth study that will be undertaken in the coming years.

While the numbers in this report are only a snapshot of the impact of project grants awarded through the Maryland Heritage Areas Program, that snapshot makes it clear that this is a program that produces a high return on investment and significant ongoing revenue in the form of state

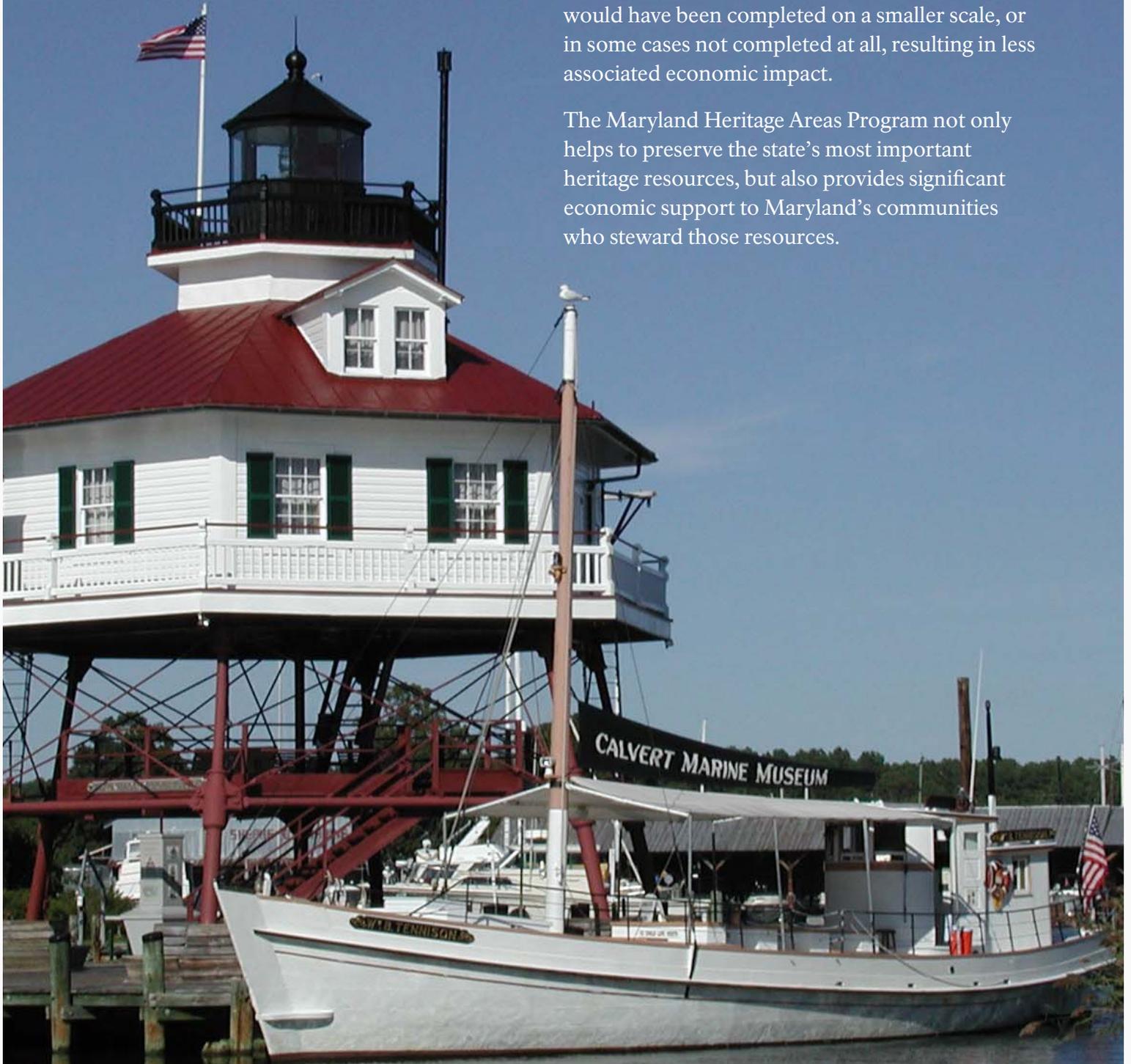
² This study examined only the impact of MHAA grants awarded for heritage tourism projects and marketing. Grants awarded to the heritage area management entities for operating and mini-grants were not included in the analysis.

³ On average, for every dollar of MHAA state grant funds, \$4.14 is returned in annual, ongoing state and local taxes, while \$0.31 in state and local tax receipts is generated during the development phase for every dollar of state support.

⁴ The Patapsco Valley Heritage Areas was certified in 2015. As a result, no organizations in that heritage received grants during the period that was utilized for collecting visitation data for this study, and this heritage area could not be included in the tourism impact analysis. However, grant award and development expenditures data for this heritage area were used in the economic impact analysis.

and local taxes. While many other funding sources contributed to the projects supported by MHAA grants, without MHAA support, these projects would have been completed on a smaller scale, or in some cases not completed at all, resulting in less associated economic impact.

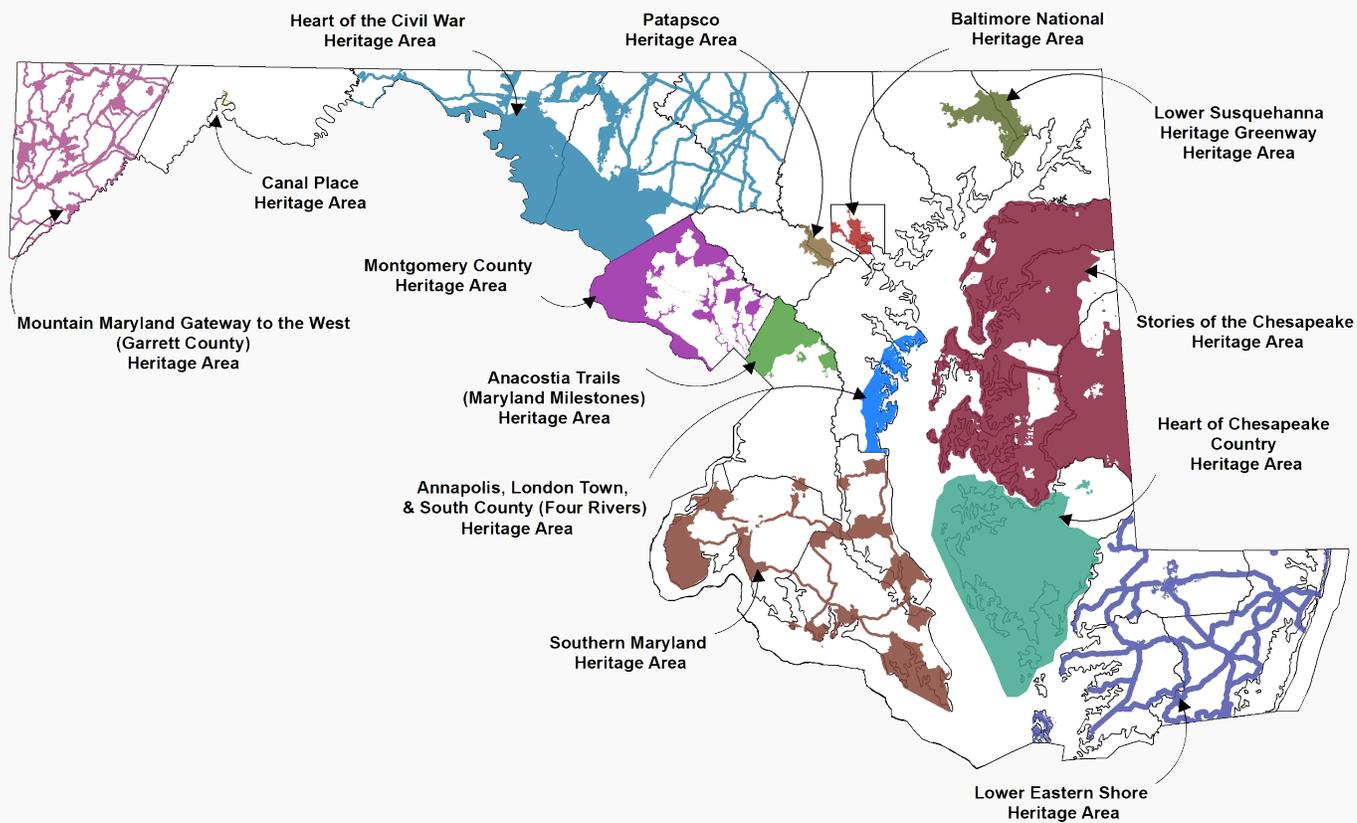
The Maryland Heritage Areas Program not only helps to preserve the state's most important heritage resources, but also provides significant economic support to Maryland's communities who steward those resources.



The *W. B. Tennison* docked at Drum Point Lighthouse at the Calvert Marine Museum

PHOTO/COURTESY OF SOUTHERN MARYLAND HERITAGE AREA

MARYLAND HERITAGE AREAS



PROGRAM DESCRIPTION

Maryland Heritage Areas Program

The Maryland Heritage Preservation and Tourism Areas Program, created by legislation in 1996, uses many of the concepts contained in the establishment of the Canal Place Preservation and Development Authority. Established by the General Assembly in 1993, the group was charged with creating and developing a historic Chesapeake and Ohio (C&O) preservation district in Cumberland to be known as “Canal Place.” The group’s mission, which is still being carried out today, is to serve as “a catalyst for the preservation, development and management of the lands adjacent to the C&O Canal in Cumberland, and be the advocate for preservation and development within the Canal Place Preservation District and the greater Cumberland area, for the purpose of enhancing heritage tourism in Western Maryland.”

Southeast view of Rackliffe House, located in the Lower Eastern Shore Heritage Area



PHOTO/ COURTESY OF RACKLIFFE HOUSE TRUST, INC.

The success of this pilot heritage area project generated interest in the creation of a statewide program that would help local governments foster economic development through heritage tourism. Elements of the Canal Place model, combined with best practices learned from the New York and Pennsylvania state heritage area programs,⁵ formed the basis for Maryland’s program. Now in its 22nd year of operation, the Maryland system of heritage areas continues to enjoy steady growth and accomplishment.

Vision and Mission

The Maryland Heritage Areas Authority (MHAA) helps communities use heritage tourism to build their economies while protecting, developing, and promoting their cultural, historical and natural resources. It does this by targeting financial and technical assistance on a limited number of areas designated as “Certified Heritage Areas.”

⁵ Both the New York and the Pennsylvania heritage area programs were discontinued in recent years. Pennsylvania has since begun to re-start their state heritage area program, and has looked to Maryland for guidance on how to successfully and sustainably manage the program.

Certified Heritage Areas (CHAs) are geographic areas in Maryland that contain high concentrations of historical, cultural, and natural resources, and where motivated community partners are dedicated to the protection and development of those resources for economic development through heritage tourism.

Strategic Goals

Among its first and most essential activities, MHAA charted the future course for the program by developing the following program goals:

- 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.
- Increase the economic activity associated with tourism, creating opportunities for small business development, job growth and a stronger tax base.
- 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.
- Enable residents 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.
- Foster linkages among and between heritage attractions that encourage visitors to explore, linger and sample the diverse offerings of the state’s distinctive regions.
- Balance the impact of tourism activity with the quality of life enjoyed by residents.
- Accomplish these goals via partnerships among local and regional leaders, nonprofit organizations, businesses, and state agencies.

Authority Structure

The body responsible for leading Maryland’s heritage areas program is the Maryland Heritage Areas Authority (MHAA). Created by the program legislation, MHAA is an independent unit of state government housed in the Maryland Department of Planning (MDP), and chaired by the MDP Secretary Robert S. McCord. The Governor appoints the 19-member body, which consists of nine state officials representing the departments of Housing and Community Development, Transportation, Commerce, Natural Resources, Planning, the Maryland Higher Education Commission, the Maryland Historical Trust (State Historic Preservation Office), Education (non-voting) and Agriculture (non-voting). It includes one representative each from the Maryland Association of Counties and the Maryland Municipal League; one public member each from the Maryland Greenways Commission and Maryland Tourism Development Board; one public member with historic preservation experience; and one public member with heritage tourism experience. The MHAA holds business meetings on a quarterly basis and is supported by a Technical Advisory Committee consisting of representatives of each of the state departments that serve on the Authority, and the Department of General Services.

The interagency collaboration that has resulted from this structure has been worthwhile. In the same way that the heritage areas program compels diverse stakeholders to cooperate at the local level, MHAA’s interagency structure has encouraged state agencies to work together to pool funding resources and share staff expertise.

**The B&O Museum
in Oakland, Maryland**



PHOTO/TIM JACOBSEN (COURTESY OF THE GARRETT COUNTY CHAMBER OF COMMERCE)

Program Structure

Maryland’s heritage areas program involves a two-stage competitive process. First, communities prepare an application to become “recognized.” This application can be developed from existing information, generally outlines what is unique about the area’s history or resources, and addresses what the goals and objectives of creating a heritage area might be. Further, the recognition application must include a map identifying preliminary boundaries for the area and must be accompanied by letters of support submitted by all those local jurisdictions included within the proposed boundaries of the area.

Once recognized by MHAA, the area is eligible for a matching grant to prepare a management plan. The purpose of the management plan is to provide a strategic action blueprint for the future of the heritage area. Broadly speaking, it should outline the economic development goals and strategies for the area, the interpretive strategy for the place, anticipated

rehabilitation and conservation projects, and the necessary partnerships and dollars required to achieve local goals.

The heritage area management planning process is complex and time consuming. Most plans average one to two years to complete, due in part to the amount of public outreach necessary to enable key stakeholders to reach consensus on what role they will play in the development and implementation of the heritage area.

Once county and municipal governments approve an area’s management plan, MHAA holds a public hearing. After the hearing, MHAA votes on whether to “certify” the heritage area. No funds are released to a heritage area for project grants or management until all local governments within the area’s boundaries amend their comprehensive land use plans to incorporate the heritage area management plan. This program requirement formalizes local governments’ long-term commitment to the heritage area.



The Old Greenbelt Theatre at dusk

PHOTO/MATT JOHNSON (COURTESY OF ANACOSTIA TRAILS HERITAGE AREA)

There are now thirteen certified heritage areas in Maryland:

- **Anacostia Trails (Maryland Milestones) Heritage Area** (Prince George's County)
- **Annapolis, London Town and South County (Four Rivers) Heritage Area** (Anne Arundel County)
- **Baltimore National Heritage Area** (Baltimore City)
- **Canal Place Heritage Area** (Allegany County)
- **Heart of Chesapeake Country Heritage Area** (Dorchester County)
- **Heart of the Civil War Heritage Area** (Carroll, Frederick, and Washington Counties)
- **Lower Eastern Shore Heritage Area** (Somerset, Wicomico, and Worcester Counties)
- **Lower Susquehanna Heritage Greenway** (Cecil and Harford Counties)
- **Montgomery County Heritage Area** (Montgomery County)
- **Mountain Maryland Gateway to the West Heritage Area** (Garrett County)
- **Patapsco Valley Heritage Area** (Baltimore and Howard Counties)
- **Southern Maryland Heritage Area** (Calvert, Charles, and St. Mary's Counties)
- **Stories of the Chesapeake Heritage Area** (Caroline, Kent, Queen Anne's, and Talbot Counties)

Maryland's heritage areas vary considerably in size, governance, and thematic focus. Heritage areas may be as small as a portion of a municipality, such as the original boundary of the Canal Place Heritage Area in downtown Cumberland, encompass a network of nodes and corridors in an area as large as the three-county Lower Eastern Shore Heritage Area, or include the better part of four large counties, as in the case of the Stories of the Chesapeake Heritage Area. Most heritage areas are led by nonprofit management entities, while others are based in local government. Significantly, Maryland's heritage areas program defers to local communities to determine what structure will best satisfy local needs, while at the same time meeting the program's overall tourism development and preservation goals.

Program Benefits

Once a heritage area is certified, MHAA provides management assistance in the form of a matching grant to the heritage area management entity. These funds can pay for staffing and operating expenses associated with the management of the heritage area and the implementation of the heritage area management plan. Furthermore, matching grants for capital and non-capital heritage tourism product development are available to government and nonprofit organizations located within the boundaries of the Certified Heritage Area. Non-capital grants can support planning, interpretation, design, archeology, programming, and other non-construction projects. Capital grants can support pre-development, acquisition, development, preservation, and restoration projects on both historic and non-historic structures, and must meet specific “Targeted Investment Criteria” in order to be eligible. Private individuals and for-profit corporations may seek assistance for capital projects in the form of low-interest loans.

Besides low-interest loans, rehabilitation tax credits are available to private individuals and for-profit corporations seeking assistance for capital projects that meet the “Targeted Investment Criteria.” Both National



History Comes Alive event at Canal Place, Cumberland's Heritage Park

PHOTO/COURTESY OF CANAL PLACE DEVELOPMENT AUTHORITY

Register eligible properties, and non-historic structures certified by MHAA as contributing to the significance of the heritage area are eligible for tax credits. Non-historic structures must meet specific heritage tourism use, physical improvement, and other standards to be eligible.

While the heritage areas program is primarily focused on supporting the development of new heritage tourism products, grant funds are also available for marketing activities. Marketing grants, while not available to partner organizations, are available to the heritage area management entities, provided that the heritage area submits an application in concert with its local Destination Marketing Organization (DMO) and that the heritage area and DMO submit a basic heritage area marketing plan. Eligible activities include advertising placement, participation in consumer and travel trade shows, the production of printed materials (brochures, exhibits, videos) and web development.

Financial support is not the only benefit afforded to certified heritage areas. The heritage areas statute also calls for state agencies to prepare program statements. These statements must detail agency actions that provide support for compatible planning, development, use, regulation, and other activities within certified heritage areas. They must also address 1) what departmental planning actions and development actions will be undertaken to support and assist the heritage areas, 2) how the department will assure that actions that impact the use of heritage area resources will support and assist heritage areas, 3) what forms of assistance the department will provide to heritage areas, and 4) what regulatory actions the department will undertake to support and assist heritage areas. In practice, state agency representatives that serve on the Technical Advisory Committee are prioritizing resources located within heritage areas in terms of funding decisions, and are taking certified heritage areas into account when undertaking planning and development actions. However, these state agency program statements still need to be formalized, and are currently being drafted.

Finally, the heritage areas statute provides a role for the heritage area management entity and MHAA when units of state government conduct or support activities affecting a Certified Heritage Area. Specifically, the statute states that state government units that conduct or support activities affecting heritage resources in a Certified Heritage Area shall consult, cooperate and coordinate their activities with the heritage area management entity, carry out the activities in a manner consistent with the heritage area management plan, and assure that the activities will not have an adverse effect on the historic and cultural resources of the Certified Heritage Area, unless there is no prudent and feasible alternative.

ECONOMIC AND FISCAL IMPACT OF HERITAGE AREA PROJECT GRANTS

This study estimates the economic and fiscal impact of MHAA project grants awarded within Certified Heritage Areas in Maryland using the IMPLAN methodology⁶, an input-output model used to assess economic impact.

IMPLAN estimates various Maryland-specific direct and secondary economic impacts, such as gross expenditures; wages and salaries; and employment (full-time equivalent jobs). Using the economic impact data along with the state and local fiscal structures, this study estimates state taxes, including retail, personal, corporate, and real property; and local taxes, including personal income, personal property, utility, hotel room occupancy, and real property taxes. These impacts are estimated both for the development phase (which occurs once) and the annual operations phase (which is ongoing). The sum of the direct and secondary impacts for each phase equals the total estimated economic and fiscal impact of project grants awarded in the heritage areas included in the analysis.

Crowd gathering for a parade in Ellicott City's Historic District



PHOTO/COURTESY OF THE OF THE PATAPSCO HERITAGE GREENWAY

To date, the Maryland Heritage Areas Authority (MHAA) has certified thirteen heritage areas. The most recent certification was the Patapsco Valley Heritage Area, which was certified in 2015. Because the visitor data collected for this report focused in part on project grants awarded between FY 2010 and FY 2014, there was insufficient visitation data to include Patapsco Valley Heritage Area in the impact analysis. The tourism impact data provided in this report therefore reflects the impact of the other twelve certified heritage areas.

⁶ IMPLAN (IMPact analysis for PLANning) is a widely-used modeling system for economic impact analysis that uses an input-output model to assess economic impact. Developed by the U.S. Department of Agriculture in the 1970s, the system is now maintained by The IMPLAN Group, LLC. The model can show direct, indirect, and induced impacts for industry-specific activities within a localized area.

It should be noted that this analysis specifically looked at the impact of project grant funds awarded, rather than the impact of any particular heritage area, or the heritage areas program as a whole. It also does not include the more indirect impact of MHAA management grants, which support operating costs and mini-grants. Moreover, economic impact is only one aspect of the effect the heritage areas program has on local communities. Much of the impact of the heritage areas program is more qualitative in nature, such as the improvement of quality of life or the preservation of heritage resources. Because the heritage areas have unique boundaries that do not align with more traditional boundaries (counties, municipalities), and those boundaries are often ‘invisible’ to the visitor, it is challenging to capture the complete impact of the program using standard methodologies.⁷ MHAA has convened a working group made up of representatives from MHAA, the Technical Advisory Committee, the Coalition of Maryland Heritage Areas, and the Office of Tourism Development, to study strategies, create a template for a program impact study, and identify ways to support the study on a recurring basis so that current program impact data is regularly available. As a result, this current report is only a snapshot of the impact of the project grants, which will be supplemented soon with a more complete program impact report.

Data Collection

Two types of data were compiled by MHAA staff to be used in the analysis: 1.) financial data showing how much money was awarded to organizations as MHAA project grants over a defined period and 2.) visitation data from organizations who received MHAA project grants over a defined period.

MHT staff provided financial data for fiscal years 2015, 2016, and 2017, showing the total amount of project grant funding that was awarded to organizations through the MHAA program during this time frame. The data was broken down into several subsets: capital grants that constituted “new construction,” all other capital grants (referred to as “maintenance construction” in data tables included in the appendices), non-capital grants, and marketing grants. The non-capital grants and marketing grants are lumped together and referred to as “non-capital grants” in the data tables.

All capital projects must have a predicted lifespan of over 15 years to qualify for the grant award. For the purposes of this analysis, MHAA staff defined “new construction” capital projects as the creation of new structures or other new capital resources (e.g. sidewalks, trails) where no existing structures or resources existed before the grant project.

Working in collaboration with staff from the Maryland Office of Tourism

⁷ We have constructed regional input-output models to capture the impacts associated with those heritage sites in multi-county areas.

to provide visitation numbers closely associated with MHAA grants, staff compiled a list of all the organizations that received MHAA grant funding for projects that were started and completed between fiscal years 2010 and 2014. Using this sample of organizations, MHAA staff requested annual site visitation numbers from the organizations for the years 2013 to 2017, to capture the impact of the previously-awarded grant funds. For the purposes of this study, annual visitation was defined as overall visitation—including event attendance, ticketed attendance, fieldtrips, and space rentals by outside groups who held events. In this report, all visitors who were counted using this methodology are defined as “heritage travelers.” They all visited heritage sites that directly benefitted from MHAA funding.

Frederick citizens commemorate the meeting of the Maryland Legislature in Frederick in 1861, the blaze that destroyed the town’s courthouse that spring, and the people’s efforts to put out the blaze using the original “Old Lady” hand pumper, shown here.

MHAA staff started with a sample of 106 organizations. After eliminating a subset of organizations which were known not to collect visitation data because of the nature of their organization (e.g. city councils installing interpretive signage), MHAA staff initially contacted the remaining organizations via email. In cases in which no response was received after multiple follow-up emails over a period of weeks, the organizations were contacted by phone as well. 58 organizations shared their visitation numbers.

Not all organizations that responded could provide annual visitation numbers going back to 2013, and, ultimately, visitation numbers from only 2016 were used in the economic impact analysis provided in this report.



PHOTO/COURTESY OF THE HEART OF THE CIVIL WAR HERITAGE AREA

As noted above, visitation numbers were not available from the Patapsco Valley Heritage Area because it became a Certified Heritage Area in 2015. Accordingly, there were no organizations within this heritage area that were eligible to receive project grants in the fiscal year 2010-2014 grant cycles. The analysis also did not include grants provided for management costs to heritage area management entities, or mini-grants to partner organizations awarded by the heritage areas themselves.

Analysis

MHAA staff provided the two sets of data described above to Massoud Ahmadi, Ph.D. of Strategic Impact Advisors for analysis. Using the IMPLAN model, tourism industry multipliers specific to each heritage area were developed and applied. Some heritage areas exist within one county, while others comprise areas within multiple counties, which required the construction of multi-county, regional input-output models. The distribution of daytrip and overnight visitors was calculated using Travelscope data from a previous study. Tax receipt calculations were based on 2017 tax rates. Hotel room rate data was based on the Maryland Office of Tourism's 2016 figures.

Assessment of economic development projects requires identification of a development phase, or gestation period, during which a project matures before it reaches its anticipated operating capacity. Similarly, MHAA grants to non-profit and government organizations, which help leverage additional expenditures for tourism development, increase heritage tourism once the projects are complete and reach their intended capacity. These development phase expenditures include monies spent on new construction, maintenance and repair construction, acquisition of new properties, planning, and non-capital projects like exhibits and heritage programming.

Table 1 summarizes data on MHAA project grants and their associated development expenditures between FY 2015 and FY 2017. The development expenditures for each project include non-state required matching funds and other funds expended to complete the grant project. In FY 2015, Maryland awarded a total of \$1,571,641 in capital and non-capital project grants to 13 heritage areas throughout the state.⁸ These expenditures helped leverage a total of \$13,484,130 in total tourism development expenditures that occurred over a period of three years following the initial investment in FY 2015. A similar pattern was observed for development expenditures that took place in FY 2016 (\$17,352,067) and FY 2017 (\$6,425,557).

⁸ This total does not include the \$1,062,288 awarded in MHAA management and mini-grants in FY 2015.

TABLE 1: Heritage Area Project Grants and Development Expenditures (FY2015 – FY2017)

Fiscal Year	Period	GRANT AMOUNT				TOTAL DEVELOPMENT EXPENDITURES					
		Management Grants*	Non-Capital	Capital	Total	Non-Capital	New Construction	Repair	Planning	Acquisition	Total
FY 2015	July 1, 2014 – June 30, 2015	\$1,062,288	\$544,716	\$1,026,925	\$1,571,641	\$4,200,697	\$2,775,322	\$6,408,111	\$0	\$100,000	\$13,484,130
FY 2016	July 1, 2015 – June 30, 2016	\$1,173,872	\$516,151	\$1,252,906	\$1,769,057	\$1,246,817	\$2,720,922	\$7,849,359	\$5,534,968	\$0	\$17,352,067
FY 2017	July 1, 2016 – June 30, 2017	\$1,168,458	\$455,746	\$992,368	\$1,448,114	\$1,068,282	\$572,782	\$4,784,493	\$0	\$0	\$6,425,557
	TOTAL	\$3,404,618	\$1,516,613	\$3,272,199	\$4,788,812	\$6,515,797	\$6,069,026	\$19,041,963	\$5,534,968	\$100,000	\$37,261,753

* Management grants include operating expenditures for the CHAs and mini-grants awarded by the CHAs. These grants were not included in the analysis, which focused on project grant expenditures.

Shops and restaurants along Broadway Square in the heart of the Fell’s Point Historic District in Baltimore



PHOTO/JASON VAUGHAN (COURTESY OF THE BALTIMORE NATIONAL HERITAGE AREA)

To estimate the impact of the MHAA project grants on heritage tourism development, 2016 was selected as a stabilized year of operations that reflects the positive benefits of development expenditures that occurred in the FY 2015- FY2017 grant cycle. The year 2016 also represented the most recent year for which relevant visitation data was available. The analysis, therefore, is conservative as tourism activity may continue to improve once the FY 2016 and FY 2017 development projects have been completed and the visitation volume across various heritage areas reach their targeted capacity.

The analysis conducted for this report assumes that without funding from MHAA grants, the projects would not have been completed, and all the other expenditures associated with the projects—matching funds and other project costs—would not have been made. In other words, the authors recognize that while the grant projects benefited from other non-state funding sources, the economic impact of the entire grant project can be calculated as part of MHAA’s economic impact because, if not for MHAA grants, the projects would not have had the necessary resources to move forward.

Economic and Fiscal Impacts

In general, MHAA project grants result in both direct and indirect increases in expenditures or purchases, employment, wages, and taxes as the number of visitors to the certified heritage area increases as the grants and other leveraged funds are spent and re-spent. For instance, this cycle of economic activity begins when heritage visitors purchase a wide range

Children’s environmental and heritage education program at Back Creek Nature Park, one campus of the Annapolis Maritime Museum and Park



PHOTO/DANIE PHOTOGRAPHY (COURTESY OF ANNAPOLIS MARITIME MUSEUM AND PARK)

of goods and services — the direct economic impact. Using the money from these sales, hotels, restaurants, souvenir stores, transportation and other travel-related businesses purchase goods and services from their suppliers and pay wages to their employees. These suppliers, in turn, purchase goods and services from their own suppliers, and so forth — the indirect economic impact. During this process, all suppliers pay wages or other income to their employees. The households of these employees use this income to buy other goods and services — the induced economic impact — and may become tourists themselves, beginning the cycle again. At all stages of this process, the visitors and employees also pay the relevant state and local taxes — the fiscal impact.

This analysis measures the economic and fiscal impacts from both the development phase and the operations phase of project grants for twelve certified heritage areas, as derived from the IMPLAN model. As depicted in Table 2, the economic and fiscal impacts resulting from the development phase are limited compared with the operations phase. Specifically, \$55.2 million worth of expenditures are generated. An estimated 353 jobs are created, paying \$16.3 million in wages. Finally, \$1.5 million in state and local tax revenue is generated during the development phase.

**Restored Washington
Streetcar at the National
Capital Trolley Museum
in Montgomery County
Heritage Area**



PHOTO/COURTESY OF NATIONAL CAPITAL TROLLEY MUSEUM

TABLE 2: Economic & Fiscal Impact of Maryland Heritage Area Project Grants

Impact Indicator	DEVELOPMENT PHASE		OPERATIONS PHASE	
	Direct Impact	Total Impact	Direct Impact	Total Impact
Expenditures*	\$37,161,753	\$55,181,698	\$181,477,179	\$264,947,653
Wages and Salaries	\$11,077,841	\$16,255,046	\$71,656,688	\$100,398,792
Employment <i>Full-Time Equivalent Jobs</i>	223	353	2,469	3,146
State Taxes	\$964,018	\$1,235,368	\$10,269,924	\$11,994,092
Retail Sales Tax	\$458,572	\$507,273	\$7,629,766	\$7,935,785
Personal Income Tax	\$444,254	\$666,902	\$1,806,608	\$3,224,757
Corporate Income Tax	\$61,193	\$61,193	\$826,874	\$826,874
Real Property Tax	\$0	\$0	\$6,676	\$6,676
Local Taxes	\$195,336	\$264,057	\$7,485,725	\$7,828,470
Personal Income Surtax	\$159,307	\$228,028	\$717,597	\$1,060,342
Personal Property Tax	\$31,433	\$31,433	\$485,298	\$485,298
Utility Taxes	\$4,596	\$4,596	\$188,427	\$188,427
Hotel Room Occupancy Tax	\$0	\$0	\$6,042,745	\$6,042,745
Real Property Tax	\$0	\$0	\$51,657	\$51,657
TOTAL LOCAL AND STATE TAXES	\$1,159,354	\$1,499,425	\$17,755,649	\$19,822,562

* Grant funding allocated for property acquisition costs, management of CHAs, and mini-grants has been excluded from the economic impact analysis.

The economic and fiscal impacts of the operations phase are significantly larger than the development phase, and are ongoing, annual impacts. \$265 million in total economic expenditures (the sum of the direct and indirect expenditures) are generated during the first full year of the operations phase. In the first year of the operations phase, 3,146 full-time equivalent jobs (including both direct and indirect jobs), earning \$100.4 million in wages, are created. Roughly \$19.8 million in state and local taxes are generated. The economic and fiscal impacts of Maryland's heritage area project grants are substantial.

Leverage and Return on Investment

This analysis looked at the impact of \$4.8 million of project grant awards in twelve heritage areas. Table 3 shows the leverage ratio, and the return on investment.

The leverage ratio that was calculated shows how much non-state spending was generated by each dollar of MHAA project grant support. The total leverage is \$7.78, which means that on average, every dollar of state grant funds leverages \$6.78 in net investment.

The return on investment calculations show the State and local tax receipts during the development phase, plus ongoing State and local taxes generated from tourism activity in 2016. The return on investment, as measured by the ratio of annual state tax receipts to total project grant awards, is \$4.45.⁹

While MHAA will award grants in the future, and travelers will continue to visit these areas for years to come, this “snapshot” of the economic and fiscal impacts of Maryland’s heritage area project grants is representative of future impacts.

⁹ On average, for every dollar of state grant funds, \$4.14 is returned in annual, ongoing state and local taxes. That is a significant return on investment and has a lasting impact, allowing the state and local governments to reinvest in other important public programs. Additionally, a total of \$0.31 in state and local tax receipts is generated during the development phase per dollar of state grants. These two figures add up to a total \$4.45 return on investment for each \$1.00 of state grant funds.

TABLE 3: Financial Impact of Maryland Heritage Area Project Grants (FY2015–FY2017)

Total Grant Amount	Development Expenditures	STATE AND LOCAL TAX RECEIPTS			Leverage Ratio †	RETURN ON INVESTMENT	
		Development Phase	Operations Phase	Total		Total Expenditures ‡	Total Tax Receipts §
\$4,788,812	\$37,261,753	\$1,499,425	\$19,822,562	\$21,321,986	\$7.78	\$66.85	\$4.45

† Represents the ratio of total development expenditures to total grant amount.

‡ Computed as the ratio of total expenditures to total grant amount. Total expenditures include monies spent by the heritage organizations during the development phase as well as expenditures by the heritage tourists in 2016, and the corresponding indirect and induced expenditures throughout the heritage area.

§ Computed as the ratio of tax receipts to total grant amount. Tax receipts include all applicable State and local taxes during the development phase as well as taxes generated from visitor expenditures in 2016.

HERITAGE AREA PROFILES

Profiles for each heritage area follow. Each Certified Heritage Area profile includes background information, successes, and challenges for the heritage area.



View of Baltimore's Inner Harbor from historic Federal Hill Park
PHOTO/GEORGE SASS (COURTESY OF THE BALTIMORE NATIONAL HERITAGE AREA)

ANACOSTIA TRAILS (MARYLAND MILESTONES) HERITAGE AREA

PRINCE GEORGE'S
COUNTY



History, Current Management, and Financial Support

The Anacostia Trails Heritage Area (ATHA) became a Certified Heritage Area in 2001. In 2012, the heritage area established the brand *Maryland Milestones*, which celebrates the unique “firsts” that have occurred and continue to occur within the heritage area’s boundaries.

ATHA is situated in Prince George’s County. It derives its unique character and historical significance from the following resources:

- Historical resources that chronicle the invention, development, and improvement of transportation and communication “firsts” in the nation,
- Examples of settlement and growth patterns in communities that resulted from their proximity to the nation’s capital,
- The site of one of the most significant events in the War of 1812, the Battle of Bladensburg, and
- The natural resources of ATHA and the history of the area’s use of these resources, from Native American settlements to the space program.

The management entity, Anacostia Trails Heritage, Inc. is organized as a 501(c)3 nonprofit with a governing board made up of representatives from partner communities. The municipalities included in the heritage area and represented on the governing board provide financial support for the heritage area. This financial support — in combination with State funding and private donations — allows ATHA to provide grants and technical support to its partners.

Successes

Over the last 16 years, ATHA has succeeded in many ways in bringing the region together. Municipalities have agreed to collaborate and share information, have jointly sought funding, and have made progress on large, systemic issues. Trails have been built around the region, the War of 1812 commemoration was celebrated, and there is a renewed enthusiasm among

partner sites. ATHA has been successful in developing plans for signage and banners in some areas of the region. There have been limited changes with the Anacostia River and the streetscape of US Route 1, moving the needle enough to see some recent success in tourism infrastructure. Most recently, in 2017, the organization took the step of establishing a “Heritage Center,” where workshops, meetings, and visitor contact programs can be held. This project is a bold step forward for the organization.

Challenges

At the same time, the region has suffered from disinvestment. Maryland-National Capital Park and Planning Commission, while the largest heritage tourism site holder within the region, has only just begun to take advantage of the heritage areas program opportunities, thus limiting the impact of grants and technical assistance to a wider range of the public. Additionally, ATHA has had to contend with different communities prioritizing different—and sometimes competing—agendas. Each of those communities has had distinct goals that help the community, but not necessarily the region as a whole. Finally, the original management entity struggled to find its place in the community, which resulted in limited impact, reach, and goal setting. The current management entity is rebuilding those relationships and setting a new course forward.

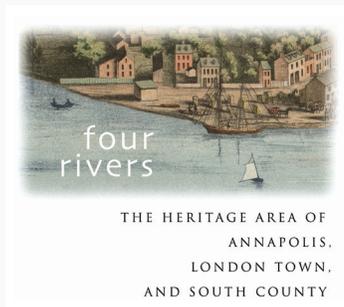


Kayaking on the Anacostia River

PHOTO/MR. T IN DC (COURTESY OF THE ANACOSTIA TRAILS HERITAGE AREA)

ANNAPOLIS, LONDON TOWN, AND SOUTH COUNTY (FOUR RIVERS) HERITAGE AREA

ANNE ARUNDEL COUNTY



History, Current Management, and Financial Support

The Annapolis, London Town, and South County Heritage Area (ALTSCHA) became a Certified Heritage Area in 2001. The heritage area is also known as the Four Rivers Heritage Area, a name that highlights the culturally and ecologically significant

waterways that have helped to shape the area's maritime heritage: the Severn, South, Rhode, and West Rivers.

ALTSCHA boasts a wealth of historic, cultural, and natural resources, which have retained their integrity of setting and character, including:

- Annapolis, one of the nation's first examples of city planning and a National Historic Landmark District,
- U.S. Naval Academy and its own National Historic District,
- The "lost" tobacco port of London Town and its National Historic Landmark William Brown House, and
- Pastoral landscapes and watermen's villages of Southern Anne Arundel County.

Annapolis, London Town and South County Heritage Area, Inc. is organized as a 501(c)3 nonprofit organization and functions as a partnership among the Maryland Heritage Areas Authority, Anne Arundel County, the City of Annapolis, the Town of Highland Beach, and heritage-related organizations and businesses. It draws financial support from these governmental entities, as well as from private donors.

Successes

ALTSCHA has received more than \$4.4 million in state funding, which has leveraged more than \$15 million for heritage projects. Since 2002, 79 MHAA grants and one low-interest loan have been provided, and ALTSCHA has also awarded 154 mini-grants.

The heritage area fosters exciting new connections, conversations, partnerships and collaborative initiatives; mentors partner organizations,

both novice and experienced, in sustainability strategies as well as “do’s and don’ts,” and diversifying their sources of funding; and has improved communications with legislators and other key stakeholders about the value of the program, heritage area successes and activities, and impact on the local community’s heritage and regional identity. ALTSCHA has also cultivated a close working relationship with Visit Annapolis and Anne Arundel County, their partner Destination Marketing Organization.

ALTSCHA created, expanded and now sponsors the annual Maryland Day Celebration, now planning for its 12th year. This fun, family-oriented weekend features “all things Maryland.” ALTSCHA also hosts an annual awards ceremony recognizing excellence in heritage activities in leadership; offers workshops to a variety of stakeholder audiences on topics including accessibility, stewardship, best practices for collections, emergency preparedness and more; and produces a communications portfolio that includes a regularly updated website, weekly e-newsletters, quarterly printed newsletters, and social media promotion of partners and other vital resources.

Challenges

ALTSCHA’s recurring challenges include securing necessary funding support from local government partners and other funding sources each year to maintain adequate staffing levels, operations, and programs; addressing gaps and concerns caused by turnover in leadership in local government and at partner organizations; and maintaining up-to-date visitor information regarding ever-evolving heritage attractions and offerings. ALTSCHA includes numerous threatened resources (subject to increased flooding and coastal erosion due to sea-level rise), underrepresented communities, and unrecognized stories.

The Annapolis Maritime Museum and Park’s McNasby Campus is located in the Eastport neighborhood of Annapolis along Back Creek.



PHOTO/MIKE B. PHOTOGRAPHY (COURTESY OF THE ANNAPOLIS MARITIME MUSEUM)

BALTIMORE NATIONAL HERITAGE AREA

BALTIMORE CITY



History, Current Management, and Financial Support

The Baltimore National Heritage Area (BNHA) became a Certified Heritage Area in 2000 and in 2009 federal legislation designated Baltimore as a national heritage area. The state and national boundary are the same 22 square miles — not the entire city of Baltimore. BNHA provides an opportunity for total immersion in historical, cultural, and natural resources of national significance in an urban setting. An economic and industrial powerhouse founded on the shores of the Chesapeake Bay in 1729, Baltimore was America’s second most populous city between 1830 and 1860.

BNHA is situated within the boundaries of Baltimore City and includes those portions of Baltimore with especially dense concentrations of significant historical, cultural, and natural resources. Some of the resources and stories that BNHA highlights include:

- Historic neighborhoods and buildings, more than 40,000 of which are listed in the National Register of Historic Places (That’s second only to New York City!),
- Places that illuminate the stories of the defense and growth of a new nation, starting in the War of 1812,
- The city as a port of immigration and starting point for Westward migration on the National Pike and the country’s first railroad,
- The city as an incubator of religious faith, including American Roman Catholicism,
- More free blacks than any other city lived in Baltimore at the outbreak of the Civil War, and
- Through the centuries Baltimore has been home to an American blend of mobs and socialites, artists and iconoclasts, visionaries and scoundrels, a role that continues today.

BNHA is managed through the 501(c)3 non-profit Baltimore Heritage Area Association, Inc. The association maintains strong partnerships with Baltimore City and Visit Baltimore (the city’s convention and visitors bureau). The association’s board of directors supervises the management

Tall ships and tourists converged in Baltimore in 2012 and 2014 to commemorate the bicentennial of the War of 1812.



PHOTO/JASON VAUGHAN
(COURTESY OF THE BALTIMORE
NATIONAL HERITAGE AREA)

of the heritage area. An advisory committee, comprised of civic and community leaders, provides guidance and support.

The heritage area's major initiatives include the following: managing three grant programs which award approximately \$500,000 in grants to local partners each year; Kids in Kayaks; daily walking tours (May through October); trail development along with historic signage and interpretation; preservation advocacy; and the Authentic Baltimore (www.authenticbaltimore.org) program.

Baltimore National Heritage Area receives financial support from the Maryland Heritage Areas Authority, the National Park Service, the Mayor and City Council of Baltimore, and private donors such as foundations, corporations, and individuals.

Successes

Perhaps the greatest accomplishment for BNHA was the designation as a national heritage area in 2009. This designation led directly into a partnership with the National Park Service/Department of Interior and has translated into significant grant funding for BNHA and heritage area partners. BNHA's grant programs provide approximately \$500,000 in funding to partners every year. The three grant programs are as follows: Small Capital Grants (\$100,000/year) which are funded through city general obligation bond money; Heritage Investment Grants (\$100,000/year) which are funded through federal money from the National Park Service/Department of the Interior; and Maryland Heritage Areas Authority grants for which BNHA assists partners with their applications annually.

Another great success of the heritage area has been the journey from the Office of the Mayor to a stand-alone non-profit organization. In the first eleven years the heritage area was part of the Office of the Mayor, receiving significant support from the Mayor's Office. Upon designation as a national heritage area, BNHA formed a separate non-profit organization in

2011 in order to allow the organization to seek additional funding from foundations, businesses, and individuals.

One of the most significant programs/events that the heritage area participated in was the 2012 Sailabration and the 2014 Star-Spangled Spectacular, providing visitors with passports to visiting ships and local attractions as well as scheduling and implementing school tours for

thousands of city students. This work has continued as a legacy project through the biannual Maryland Fleet Week and Air Show Baltimore.

Another highly successful program has been the Kids in Kayaks program through which the heritage area provides opportunities for hundreds of Baltimore City eighth graders to learn a new skill (kayaking) while simultaneously receiving lessons in local history and environmental stewardship. This program is now in its third year and is expected to continue for years to come. The program has won multiple awards.

Challenges

BNHA struggles with public awareness, or a lack thereof. Very few residents and visitors a) understand what a heritage area is and b) know that they are living in or visiting a heritage area. Even once they do gain an understanding of what the heritage area does, they often still struggle with understanding the added value that the heritage area brings to the city. This struggle translates directly into a challenge when it comes to fundraising. Most funders do not understand what BNHA does. Thus, every conversation with a potential funder must begin with an education on the heritage area program.

Also in terms of funding, another challenge is competing with heritage area partners for the same pots of money with grants, foundations, and individuals. One of the ways that the heritage area tries to address this challenge is by focusing “asks” on projects that highlight or support a number of partner cultural organizations.

Another challenge for BNHA is perhaps the sheer magnitude of potential interpretive themes and organizations within the heritage area’s boundaries. There are in fact so many interpretive threads and partners that it can be quite difficult to set priorities.

Funding for partners is also a challenge because the heritage area always receives a much higher level of requests than funds to distribute. The need far outweighs the resources.

BNHA also struggles with reaching a diverse audience in almost everything that they do.

In terms of capacity BNHA specifically finds it challenging to fully participate in the new social-media driven world. The heritage area website is kept up-to-date and BNHA is active on Facebook but there is much more that can be done when it comes to social media.

CANAL PLACE HERITAGE AREA

ALLEGANY COUNTY



History, Current Management, and Financial Support

The Canal Place Preservation and Development Authority (CPPDA) was established in 1993 as an independent state agency of Maryland to create and develop

the historical C&O Canal Preservation District in the City of Cumberland. Initially, the focus of CPPDA was on the acquisition and rehabilitation of properties associated with the Canal Place Preservation District. This highly significant place centers on transportation history. The historical, cultural, natural and visitor resources that CPPDA stewards include:

- The Western Maryland Railway Station,
- The pedestrian footbridge between the station and Riverside Park,
- The trestle walk connection between the station and Chesapeake and Ohio (C & O) Canal towpath,
- The Shops at Canal Place and associated parking,
- The Crescent Lawn Festival Grounds, and
- The Footer's Dye Works building.

In 1996, Canal Place became the first Certified Heritage Area in the state of Maryland. Canal Place Heritage Area (CPHA) is governed by the CPPDA which includes representatives from the C&O Canal National Historical Park, Maryland Historical Trust, the City of Cumberland, and an appointed Executive Director. The Executive Director manages the day to day operations of the 11-acre Canal Place Heritage Park and administers the CPHA Program. The theme of transportation was selected for the heritage area due to its significance in history. Cumberland was known as a transportation hub and at one time the location of the Historic National Road, the B&O Railroad, and the C&O Canal.

To date CPHA encompasses over 730 acres of property in Cumberland which includes the Preservation District and a portion of historic Washington Street and Green Street, the Narrows, the Viaduct Area, and portions of South Cumberland. CPPDA's plan is to expand the heritage area boundaries to include Mount Savage, the Georges Creek Coal District, and Frostburg. Several other communities have been identified

to be included in the heritage area boundaries eventually, which will open up funding opportunities so that these areas can preserve and protect their historic resources. As the heritage area expands, a rebrand of Canal Palace Heritage Area will take place in cooperation with Allegany County Tourism.

CPPDA is funded through a variety of sources. The National Park Service (NPS) C&O Canal National Historical Park and the Allegany County Office of Tourism operate the Allegany County Visitors Center and the C&O Canal Museum, which are both located in the Western Maryland Railway Station. CPPDA generates income from tenant leases, parking revenue, grounds use rental, and ticket fees from the Western Maryland Scenic Railroad, room sales from the Fairfield Inn and Suites, and a small percentage of accommodations tax from the City of Cumberland. Some state general funds are allocated to CPPDA for capital maintenance on the buildings and structures situated on the CPPDA property. Other funding is generated from grants such as the MHAA management grant, fundraising, and sponsorships.

Frostburg-based artist Parris Ashley paints details on the Canal Place Heritage Mural. Ashley won a national competition in order to paint the 200-foot-long and 10-foot-high mural.



PHOTO/AL FELDSTEIN (COURTESY OF THE ALLEGANY ARTS COUNCIL)

Successes

CPHA established a successful public/private partnership to rehabilitation the historic Footer's Dye Works building into a multi-purpose heritage tourism venue that will be completed in 2018. The heritage area also played a key role in relocating and expanding the Allegany County Farmer's Market at Canal Place, and recently completed an ADA ramp, parking area and trail head for the Great Alleghany Passage, which boasts more than 70,000 visitors annually.

CPHA has worked hard to establish strong partnerships with local stakeholders, and has a close working relationship with the Allegany County Destination Marketing Organization. As a result, visitor counts have increased across the heritage area, including Western Maryland Scenic Railroad ridership, GAP Trail users, C&O Canal Museum visitors, and tourists utilizing the Visitors Center. Ground rentals and events on the Canal Place grounds have also increased.

Challenges

As the only heritage area that maintains property, CPHA struggles with a lack of funding for capital maintenance projects on Canal Place grounds. A shortage of staff makes the administration of the heritage areas program, coupled with the management of the building and grounds, challenging. In addition, aspects of the original CPPDA master plan, which included acquisition of additional property, were never completed. Another part of the original master plan, the re-watering of the Canal, was also never completed by the National Park Service.

CPHA has struggled to successfully communicate and publicize the role of the heritage area to local citizens and elected officials, and there is currently a task force looking at the role and structure of CPPDA. This confusion and lack of support presents challenges, particularly when competing for limited resources with similar organizations.

HEART OF CHESAPEAKE COUNTRY HERITAGE AREA

DORCHESTER COUNTY



History, Current Management, and Financial Support

The Heart of Chesapeake Country Heritage Area (HCCHA), established in 2002, is managed by Dorchester

County Tourism Department, and Dorchester County Government provides staff, funding, and offices for the heritage area.

It encompasses the majority of Dorchester County, as well as portions of waterways that surround the County on three sides. The municipalities of Cambridge, Church Creek, Vienna, Hurlock, East New Market and Secretary are all included within the boundaries of the heritage area.

The mission of HCCHA is to assist individuals, organizations, and government entities in preserving and promoting Dorchester County's unique historic, cultural, and natural resources while broadening and deepening the local economy through new and existing ways to increase heritage tourism.

The themes of the heritage area are as follows:

- *Harriet Tubman and Eastern Shore African American History:* Harriet Tubman was born in Dorchester County, and the region was a hotbed of Underground Railroad activity. There was a large community of free and enslaved blacks in Dorchester County in the 1800s.
- *Chesapeake Landscapes and Outdoor Adventure:* The heritage area is home to Blackwater National Wildlife Refuge, which draws birders, nature photographers, and outdoors enthusiasts from around the country. Much of the county is not developed or has little development, which contributes to the authentic Chesapeake landscapes.
- *Working Waterfront Villages:* The heritage area includes communities where men and women still make their living from the water, as they have for generations. Cambridge has Maryland's second deepest port, and enjoyed a bustling economy in the 1800s and early 1900s.
- *Agricultural Life:* Farming continues to be an important part of life and the economy. Cambridge was once known as the tomato canning capital of the world due to the presence of the Phillips Packing Company.

- *Dorchester Families and Traditions:* Many families have lived here for generations, some going back to the 1700s.
- *American Indian Heritage:* Long before English settlers established Dorchester County, Native Americans inhabited the area; particularly the Choptank and the Nanticoke tribes.
- *Dorchester History, Architecture and Artifacts:* Because the county was established in 1669, and because Native Americans lived here long before that, the area is rich in history, architecture, and artifacts.

Successes

HCCHA has enjoyed sustainability in large part due to the management structure of the organization. Because HCCHA is a program of the Dorchester County Tourism Department, Dorchester County Government provides office space, funding, and staffing. There is also a natural synergy between the heritage products which are being produced through the heritage area program and the way in which they are marketed through tourism marketing activities.

Visitors read interpretive signage at Harriet Tubman’s childhood home, Brodess Farm in Bucktown.



PHOTO/COURTESY OF HEART OF CHESAPEAKE COUNTRY HERITAGE AREA

brochures guide visitors to specific geographic regions of the community and provide interpretive information on the sites and attractions they will encounter along the way. HCCHA has also published walking tour guides for the Historic “West End,” Historic Pine Street, and the Historic Commercial District in Cambridge.

Through the years, HCCHA has also played a significant role in the development of the Harriet Tubman Underground Railroad Byway, Visitor Center and National Park. In its first nine months, the park saw over 100,000 visitors from every U.S. state and from many other countries, changing the dynamics of the tourism economy dramatically.

HCCHA has also published a series of brochures based on “Heritage Trails.” These

Over the past several years, HCCHA installed large public murals on buildings along the Chesapeake Country Scenic Byway. Seven of these murals have been installed and they interpret all seven of the heritage area's themes. The most recent mural is an interpretation of Harriet Tubman and figures from the 1940-1960s, including iconic civil rights leader Gloria Richardson Dandridge.

Challenges

The biggest challenge that HCCHA faces is building organizational capacity both within the heritage area and in the small organizations that it serves. Dorchester County is one of Maryland's most economically challenged counties, and as a result, monetary commitments are hard to come by and often very competitive. Many partner organizations have strategic plans or capital improvement plans that, if implemented, would change the game for heritage tourism. However, due to the lack of funds in the surrounding community, these plans often do not come to fruition. Additionally, partner organizations could benefit from intensive technical expertise on business planning, membership development, social media, marketing, fundraising, and other related areas.

Another of HCCHA's challenges is the need to take action on the resource conservation and preservation components of the Maryland Heritage Area Strategic Plan. Staff of the Heritage Area has traditionally worked in the tourism and marketing sector and not as much in resource conservation or preservation. Because of this, HCCHA is often in a reactive position when it comes to historic preservation and/or resource conservation.

HEART OF THE CIVIL WAR HERITAGE AREA

CARROLL COUNTY

FREDERICK COUNTY

WASHINGTON
COUNTY



History, Current Management, and Financial Support

The Heart of the Civil War
Heritage Area (HCWHA)

was approved as a Certified Heritage Area in 2006. It includes portions of Carroll, Frederick, and Washington Counties—both large swaths of landscape and scenic byways connecting clusters of heritage resources. HCWHA invests in the power of place, particularly the aspects of border state Maryland that evoke the stories of the Civil War.

HCWHA’s interpretive focus is both broad and deep, including events that led up to the conflict, all aspects of the human experience associated with the period, war’s aftermath and questions of Civil War memory. Six interpretive themes are described in the heritage area’s Management Plan.

HCWHA’s central purpose is heritage tourism in collaboration with the destination marketing organizations (DMOs) in the three counties. HCWHA cultivates a diverse array of visitor experience within the three counties—Main Streets, arts and entertainment, recreation, shopping, dining, and lodging, in addition to Civil War-oriented state and national battlefields, museums, historic sites, cemeteries and Civil War Trails. As acknowledged in the management plan, “Travelers do not live by history and Civil War sites alone.” Visitors prefer destinations where there is a diverse array of historical, recreational, cultural and leisure opportunity. HCWHA serves those who are “hooked” by the chance to explore Civil War sites and those who may be drawn here by other interests, but who choose to linger as they discover the many ways that history infuses life and experience here in the Heart of the Civil War Heritage Area.

After incubating under the management of the Tourism Council of Frederick County (a 501(c)6 organization) for eight years, HCWHA became an independent a 501(c)3 nonprofit organization in 2014. It is guided by a Board of Directors and Advisory Council, both entities with representation from Carroll, Frederick, and Washington Counties.

Financially, HCWHA relies primarily on the DMOs in each of its three counties and support from the State of Maryland. Notably, two of the DMOs are not-for-profit 501(c)6 organizations, while one is within the county’s Department of Economic Development. An annual fundraising

campaign also provides operating support from both businesses and individuals, and a handful of municipalities and partner organizations also donate.

Successes

In 2015 HCWHA launched a redesigned website including features such as a blog, interactive map, timeline of historic events, events calendar, and integration of an active social media presence. The new Stakeholders section of the website serves local nonprofit organizations and government units, where they can learn about grant funding opportunities and seek technical assistance. The website allows HCWHA to serve partners and visitors more effectively.

As the Civil War 150th anniversary period came to a close there was concern that tourism interest would diminish. A success is the continued audience growth at battlefields, including these statistics from the first decade of HCWHA:

- Antietam National Battlefield: 351,911 visitors in 2016; 282,676 visitors in 2006
- Monocacy National Battlefield: 87,547 visitors in 2016; 18,579 visitors in 2006
- South Mountain Recreation Area (includes the State Battlefield): 572,682 visitors in 2016; 436,087 visitors in 2006

Living history interpreters at Antietam National Battlefield



PHOTO/COURTESY OF THE HEART OF THE CIVIL WAR HERITAGE AREA

Numerous projects supported by grants or spearheaded by HCWHA have received special recognition. Among them, two films won Emmy awards, the Frederick Visitor Center (building renovation, exhibits, film) won Preservation Maryland's Phoenix Award as well as numerous others on State and local levels, and Maryland Preservation Awards for Community Engagement recognized Civil War 150th anniversary commemorations, website updates and the Heart of the Civil War GeoTrail.

Grant awards have supported the important work of all-volunteer organizations. Nonprofits such as the Catoctin Furnace Historical Society, Maryland National Road Heritage Foundation, South Mountain Heritage Society, and Friends of Tolson's Chapel defy the commonly held myth that small organizations can't compete for heritage area support on the same playing field as larger, professionally staffed organizations. In fact, some of the largest grants in the heritage area have gone to these organizations, and the projects the grants support are building capacity within the organizations, strengthening their locations as heritage tourism destinations.

Challenges

In the development of programs, policies and recommendations, HCWHA attempts to work with representatives from all three counties — a challenge considering that the heritage area may have the largest land mass of any Maryland Heritage Area. Even with remote meetings via conference call and rotation of meeting locations, achieving three-county engagement from across a field of diverse stakeholders is a challenge. Yet, the three-county balance and service to constituents is important to maintaining a strong reputation across HCWHA boundaries.

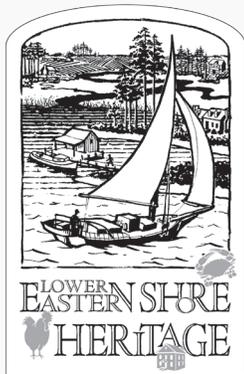
Additionally, the staff size (two full-time) is a challenge that limits HCWHA's capacity. More time should be given to Board development and cultivating donors and community partners than is currently possible.

LOWER EASTERN SHORE HERITAGE AREA

SOMERSET COUNTY

WICOMICO COUNTY

WORCESTER COUNTY



History, Current Management, and Financial Support

The Lower Eastern Shore Heritage Area (LESHA) was recognized as a Certified Heritage Area in 2003. LESHA’s boundaries traverse three counties—Somerset, Worcester, and Wicomico—and follow the scenic byways that move visitors and residents from the Atlantic Ocean to the Chesapeake Bay. The heritage area also includes communities with concentrations of historical, cultural, and natural

resources that are located along these scenic routes. LESHA showcases the following place-based resources:

- The only region in Maryland where the Atlantic Ocean and the Chesapeake Bay are only a one-hour drive apart,
- Rural agricultural and wetland areas between small towns, villages and one urban center, Salisbury,
- A concentration of 17th and 18th century historic sites in excellent condition through private stewardship,
- Quaint villages amid the natural beauty of marshland and tracts of forests,
- Abundant regional wildlife and a major flyway for migratory birds, and,
- Host to a multitude of scenic waterways for eco-tourism by way of kayaking, canoeing, and boating.

The Lower Eastern Shore Heritage Council (LESHC) is the management entity for LESHA, and is organized as a 501(c)3 nonprofit. LESHC benefits from the guidance of a board of directors with representation from Somerset, Worcester, and Wicomico Counties. LESHC receives financial support from the State of Maryland and seeks additional funding from the three counties, private and public organizations, and foundations in the form of donations, memberships, sponsorships and grants.

LESHA has been an active participant in the creation of numerous projects such as the Delmarva Low Impact Tourism project, the Passport Program, Pocomoke River Projects, Salisbury Urban Greenway, Smith Island Cultural Center, Viewtrail 100, and the Maryland’s Coastal Bays

In 2008, the iconic Smith Island Cake was designated the state dessert.



PHOTO/COURTESY OF THE LOWER EASTERN SHORE HERITAGE COUNCIL

Conservation Plan. LESHHA works proactively with local nonprofits and governments to provide guidance and support to promote heritage and cultural tourism, preservation, and economic development in the region.

LESHC serves as the Scenic Byways Manager of the Chesapeake Country Blue Crab Scenic Byway, the Cape to Cape Scenic Byway, and the Beach to Bay National Trail, and works closely with the DMOs of the three lower counties to promote heritage and cultural tourism.

Successes

LESHA sponsored the legislative bill that made Smith Island Cake the official State of Maryland Dessert. This resulted in a huge economic impact not only locally, but throughout the State of Maryland.

LESHA has worked hard to build a more sustainable financial support base for the organization, and has expanded local government support of the program significantly.

LESHA has great scenic byways, which have recently been expanded to include a new Cape to Cape Scenic Byway spanning regionally from Cape May, Delaware through Ocean City, Maryland to Cape Charles, Virginia.

LESHA holds a successful and well attended annual luncheon meeting, hosting timely keynote speakers and showcasing mini grant projects with representatives of the various organizations. The heritage area provides several outstanding technical workshops during the year to the community about the grants programs, including mini grants. Through successful outreach and education, LESHHA has been able to increase mini grant funding, resulting in more successful projects in the heritage area. The heritage area also provides outreach by giving talks to various community groups about LESHHA and the benefits the program provides. In addition, LESHHA readily promotes heritage area partners at regional, state, and local meetings and events, and on social media.

Challenges

Financial support is a constant challenge for LESHHA. Ensuring that potential non-state funders and partners understand the value of the MHAA program and each individual heritage area is important, as is providing up-to-date statistics of the financial value of the program, which can be challenging when working with all-volunteer run organizations. LESHHA works hard to educate non-profits and the public on what the heritage area can do for their communities to promote, preserve, and protect heritage and cultural resources.

LOWER SUSQUEHANNA HERITAGE GREENWAY

CECIL COUNTY

HARFORD COUNTY



History, Current Management, and Financial Support

The Lower Susquehanna Heritage Greenway (LSHG) was recognized as a Certified Heritage Area in 2003. The concept of a “greenway” was introduced as a bi-county resource conservation strategy to protect environmentally sensitive areas along the Lower Susquehanna River and

Upper Chesapeake Bay by developing 40 miles of recreational trails. These trails connect the three waterfront communities of Port Deposit, Perryville and the City of Havre de Grace, creating not only physical linkages for enhanced visitation and economic growth but also providing a mechanism to connect the area’s cultural and natural offerings. Each place tells a particular story or illustrates a portrait of human activity, events, and culture. Located at the confluence of the Susquehanna River and the most northern point of the Chesapeake Bay—a crossroads of Mid-Atlantic history—the areas included as part of LSHG share a unique geology, combining the coastal plain with the piedmont plateau, and a common history with evidence of human settlement spanning some 12,000 years.

LSHG’s boundaries encompass a State Scenic Byway and include portions of three National Historic Trails, for which LSHG serves as the key local collaborator, working with the National Park Service to coordinate development of these three trails. Each trail has a separate and complementary plan for the corridor with shared goals: preserving, promoting, and interpreting the story of the corridor’s natural and cultural history, while providing enhanced access to the Lower Susquehanna River, Upper Chesapeake Bay, and Susquehanna Flats for communities and visitors. LSHG’s organizational vision is to plan, facilitate, and advocate for the development of a nationally designated heritage area and scenic byway that serve as the initial point of entry for millions of heritage tourists that traverse the area via road, rail or water along one of the nation’s busiest transportation corridors. The envisioned LSHG heritage area and byway will provide a gateway to three national historic trails and offer the ability to experience and enjoy a pristine natural environment, visit quaint towns, and gain a deeper understanding of connections to the past.

LSHG is organized as a 501(c)3 nonprofit and governed by a board of directors who oversee the implementation of the heritage area management plan in consultation with representation from Harford and Cecil Counties, key agencies, interest groups, organizations, stakeholders, and jurisdictions. LSHG receives financial support from the State of Maryland, Harford County, Cecil County, local municipalities, and private and corporate donors.

Successes

Since achieving certification in 2003, LSHG has been involved in many capital projects and planning efforts in the heritage area. While LSHG often provides technical, administrative and management services to partners, the organization also assists in the identification, submission, and implementation of various project grants. LSHG and partner organizations have obtained 82 grants for the area worth \$12.68 million and a total capital project investment of \$23.575 million in support of heritage area projects.

LSHG is responsible for leading and securing the conservation of 760 acres of land including nine land acquisitions, eight trail easements and two long-term leases. The organization has helped to develop 23 miles of recreational trails and secured, created and developed 19 new public access sites. Efforts to secure public access to the 184-acre Garrett Island, where Captain John Smith first met the Susquehannock Indians have been led at a Federal level by LSHG in cooperation with the Conservation Fund. LSHG has also initiated the development of a concept recreation and conservation plan for this island.

LSHG is responsible for researching, writing, and erecting over 60 interpretive signs throughout the area. Plus, the organization has partnered with the National Oceanic and Atmospheric Administration (NOAA) to secure, install and monitor an interpretive buoy as part of NOAA's Chesapeake Bay Interpretive Buoy System.

LSHG's signature environmental protection and education event, "River Sweep," now in its 18th year has removed over 100 tons of debris from local waterways. Over five thousand people have participated in the day-long event at eight locations throughout the area.

Perhaps LSHG's greatest accomplishment has been a legacy of planning for the future and establishing guidance for future land use decisions. LSHG's advocacy efforts for the important resources within its boundaries have contributed to the National Park Service's designations of areas of "high potential" investment along all three of the National Historic Trails that overlap with LSHG: the Captain John Smith Chesapeake National Historic Trail, the Star-Spangled Banner National Historic Trail, and the Washington-Rochambeau National Historic Trail.

Most recently, the LSHG completed a multi-jurisdictional planning effort with the National Park Service and the State of Pennsylvania to create a public access plan linking Harrisburg, PA to Havre de Grace, MD, the first water-based interstate trail plan developed between MD and PA.

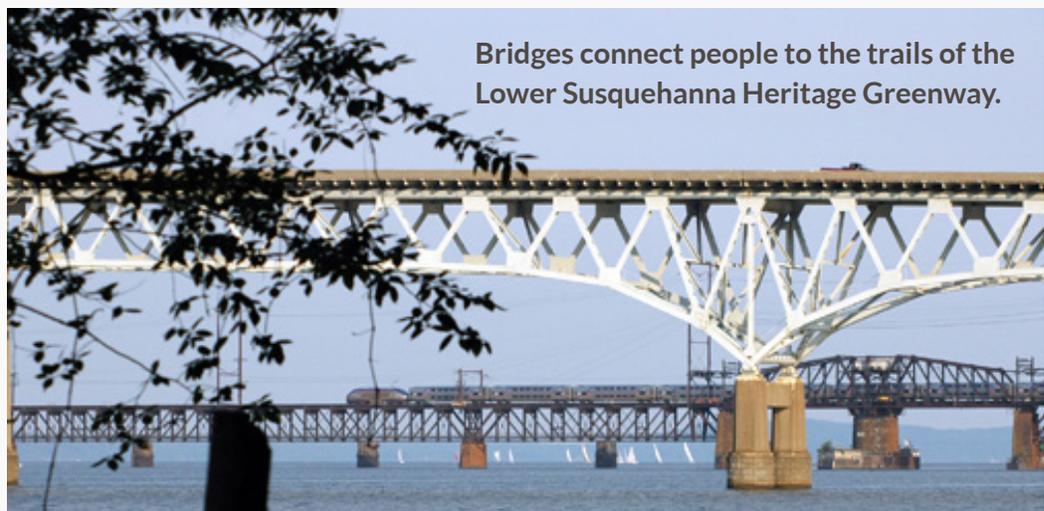
Challenges

In 2000, LSHG developed a financial plan to become self-sustaining as a part of the certification process. However, the organization has struggled to secure the initial investment required to implement this plan. Although LSHG has been able to secure funding from the State of Maryland, through MHAA Management Grants, private donations, and donated office space from the Exelon Corporation, the local economic conditions in Harford and Cecil Counties are not conducive to philanthropic giving. Therefore, the staffing level required to fully implement the financial self-sufficiency plan has not been realized.

Great effort was expended to create designated revenue sources for LSHG from the Casino at Perryville and Harford County's hotel tax. However, these funding sources are now being used by local governments to fund vital social services and some projects of choice, and they are therefore no longer available to support heritage tourism efforts.

Development of a regional trail system within the state's Critical Area, which surrounds Maryland's tidal waters and wetlands, has become a costly challenge and forced the LSHG to focus upon advocacy in lieu of actually building the trails envisioned in the heritage area's management plan.

Public awareness of the LSHG and its role in conservation and historic preservation are difficult to quantify and communicate to the general public due to the organization's "behind the scenes" roles in these important efforts to enhance our local quality of life.



PHOTO/COURTESY OF THE LOWER SUSQUEHANNA HERITAGE GREENWAY

MONTGOMERY COUNTY HERITAGE AREA

MONTGOMERY
COUNTY



History, Current Management, and Financial Support

The Montgomery County Heritage Area (MCHA) became a Certified Heritage Area in 2004. It encompasses large swaths of Montgomery County featuring its historical, cultural, and natural resources. MCHA focuses on four central interpretive themes present within its boundaries:

- *Rivers, Roads, and Rails: Transportation Trails* highlights the C&O Canal along the Potomac River, historic roadways, and the Metropolitan Branch of the B&O Railroad running through communities dating back to the late 1800s
- *Crossroads and Cultures: African American and Quaker Heritage* represents Montgomery County's many rich and diverse cultural histories
- *Agricultural Reserve: Farms, Markets, and Scenic Byways* refers to the Montgomery County Agricultural Reserve, which encompasses 93,000 acres of protected farmland – one of the most successful countryside preservation programs in the U.S.
- *Heritage Gems: Montgomery County's Past* features sites scattered throughout the heritage area representing the unique stories of history, culture, and nature found in Montgomery County, from historic houses to Civil War sites to parks, theatres, and historical societies.

The heritage area management entity, the Heritage Tourism Alliance of Montgomery County (Heritage Montgomery) is organized as a 501(c)3 nonprofit and governed by board of directors, including representatives from key municipalities and partners within the heritage area. MCHA relies on financial support from the State of Maryland and Montgomery County.

Successes

The introduction of a comprehensive, relevant, inclusive, unified system of interpreting the heritage area's themes has resulted in vastly increased accessibility to the organization for partners, officials and visitors. It has led to an overall rebranding of the area which includes a new logo, website, print materials, signage, and interpretive products. Raising the profile of the heritage area and clarifying the mission has revitalized the heritage



Sack races at Heritage Montgomery's annual Heritage Days

PHOTO/COURTESY OF THE MONTGOMERY COUNTY HERITAGE AREA

area's base, attracted new partners, visitors, and supporters. It has also dramatically increased MCHA's ability to attract and retain board members.

The new branding and interpretation have solidified MCHA's identity as a go to provider of technical support, grant funding, leadership, and developer of the high-quality products expected in an area so close to the sophisticated offerings in Washington, DC.

Among the particularly successful products that have come from MCHA and its partners are countywide African American Heritage tours (uniting 14 partners), an African American Heritage Cookbook (uniting all partners), Heritage Days weekend (uniting all partners), heritage garden tours, mapping and web

database of County dairy farms, a Native American Trail, and coming online this year will be a gateway at White's Ferry which serves roughly 350 visitors and commuters a day.

Challenges

Reliably measuring program and project outcomes is difficult as the skill levels and staff hours vary dramatically from site to site. Many sites are quite "siloeed" and do not prioritize collecting attendance numbers, visitor surveys, and other data for use in improving the quality of their individual offerings and giving the heritage area an idea of what kinds of support MCHA can develop and offer. Also, without accurate data it is challenging to represent the organization to current and potential supporters.

Because of the isolated nature and mentality of partner sites, it is difficult for them to understand the benefit of working together. For example, on Heritage Days weekend many do not direct visitors to other heritage area sites thus limiting the visitor's understanding of overall heritage area site offerings.

A stronger, overarching brand identity and mission at the MHAA level would very helpful in clarifying the state and local entities' roles to partners and would contribute to a more united constituency.

A particular challenge for MCHA has been building and maintaining a close working relationship with the Montgomery County DMO.

MOUNTAIN MARYLAND GATEWAY TO THE WEST HERITAGE AREA

GARRETT COUNTY



History, Current Management, and Financial Support

The Mountain Maryland Gateway to the West Heritage Area (MMGTWHA) became a Certified Heritage Area in 2011. This heritage area includes scenic routes and clusters of heritage

resources in Garrett County. The heritage area boasts outstanding natural resources, museums, and food traditions, among other visitor attractions. MMGTWHA has developed four main interpretive themes:

- *Historic Transportation* refers to Native American trails, railroad paths, waterways, and the Historic National Road, America's first federally funded highway,
- *Historic Recreation* points out that Garrett County's natural beauty and recreational resources have attracted travelers from all walks of life for centuries, including U.S. Presidents and other prominent American figures,
- *Cultural Uniqueness* highlights Amish influences, Appalachian culture, and regional arts and food traditions practiced with the heritage area, and,
- *Man and Nature* seeks to tell the stories of how generations of settlers have relied on the landscape, through agriculture, harvesting resources, and—today—managing the natural resources for the enjoyment of tourists and residents alike.

The Garrett County Chamber of Commerce is the heritage area management entity. The heritage area has an advisory board comprised of 15 members and is governed by the Chamber Board, also comprised of 15 members. MMGTWHA relies on financial support from the Garrett County Chamber of Commerce, Garrett County, the State of Maryland, the Appalachian Regional Commission, and funding from development activities (fundraising and donations). The heritage area also partners with local non-profits and private investors to leverage other funding resources.

Successes

MMGTWHA celebrated its 5th anniversary in 2016, which marked an important milestone. Since inception, the heritage area has been awarded over one million dollars in management, marketing and project grants. This funding has helped to build awareness among residents, stakeholders, partners, and visitors. Funding has supported area capital projects: trail construction, an outdoor amphitheater, and the Oakland pedestrian gateway; and non-capital projects including heritage events, a visitors center photo display, a streetscape revitalization plan, the barn quilt trail expansion, a Friendsville interactive walking tour, and a study of the economics of recreation and tourism in western Maryland state forests.

In addition, the heritage area has supported local projects through the mini-grant program totaling nearly \$50,000 in disbursements. These projects have helped local museums, small towns, and the county government. Projects include print materials, interpretive panels, signage, oral histories, maps, events, and museum exhibits.

The heritage area has successfully implemented a multi-media marketing approach including print collateral and ads, online presence including a robust website, social media, e-newsletter, and mobile app. Working directly with the Chamber of Commerce, the Destination Marketing Organization, MMGTWHA promotes heritage attractions to potential groups such as motorcoach operators. Most recently in partnership with the Chamber, the MMGTWHA was able to implement a 360° virtual reality experience showcasing 15 area sites including state parks, Deep Creek Lake, historic downtown Oakland, and the Casselman River Bridge. The Visitors Center houses the heritage photo display funded by a MHAA project grant.

MMGTWHA has offered and supported several educational opportunities. These have included workshops for grants, webinars, a Star Spangled 200 educational event for 8th grade students, Historic National Road presentations, stakeholder sessions, a social media educational session, a Maryland Environmental Trust presentation, the Casselman Bridge Bicentennial, and Civil War Days.

In fall 2017, MMGTWHA received the Best Small Event Award from the Maryland Tourism Coalition for its “Celebration of the 5th Anniversary of the Mountain Maryland Getaway to the West Heritage Area.”

Challenges

One challenge for the heritage area is stakeholders' lack of capacity and match funding available for project grants. Most applicants are small organizations, museums and towns with limited budgets and resources. While the projects are worthwhile, they don't always have the resources – whether it be funding or manpower - to lead and complete projects.

In addition, there are challenges for organizations who need to complete small capital projects such as heating/HVAC or building maintenance. Project grants are extensive applications and now have a \$5,000 minimum request; mini-grants are limited to non-capital projects. This makes it difficult for organizations that cannot afford to complete a larger renovation project.

Internally, one challenge continues to be the extensive reporting needed for management and marketing grants. It is a strain on resources and forces the heritage area director and staff to spend significant amounts of time on administration, diminishing available time for program objectives. While it has become more efficient with the use of online reporting, it is time consuming.

PATAPSCO VALLEY HERITAGE AREA

BALTIMORE COUNTY

HOWARD COUNTY



History, Current Management, and Financial Support

The Patapsco Valley Heritage Area (PVHA), located in Howard and Baltimore Counties, became a Certified Heritage Area in 2015. The heritage area stretches for 26 miles along the Patapsco River and contains historic towns such as Ellicott City, Oella, Catonsville, Elkridge and Relay. The

Patapsco Valley State Park lies at the core of the heritage area. For more than 200 years, the Patapsco Valley has been the focal point for historic events and scientific advancements that have transformed Maryland and the nation. The heritage area has developed the following interpretive themes to highlight its history of “firsts”:

- *First Tech Corridor* calls out accomplishments of industry and technology, including the founding of the industrial revolution and America’s first factory town (Ellicott City), first successful steam-powered boat in the U.S. and the first African-American astronomer (Benjamin Banneker),
- *First in Transportation* refers to significant transportation systems running through the heritage area and along its rivers, roads and rails such as the historic river port of Elkridge, the first-federally funded interstate (known as the National Road) and the first commercial railroad in America (the B&O), and,
- *First in Conservation* reminds us that, even as industrialization shaped the region, the Patapsco Valley has a long history of leading the way in conservation. For example, Patapsco Valley State Park became the first state park in Maryland in 1907.

Patapsco Valley Heritage Area is managed by the Patapsco Heritage Greenway, Inc., a 501(c)3 nonprofit organization governed by a board of directors with representation from Howard and Baltimore Counties. The heritage area draws financial support from these counties, the state of Maryland, the REI Co-op, BGE, the Chesapeake Bay Trust, individuals and members.

Successes

PVHA has had great success with engagement and partnership building with a wide cross-section of individuals and organizations. A supportive advisory board of stakeholders meets twice per year. Through successful bi-county outreach, PVHA has begun building inter-jurisdictional cooperation and efforts between Baltimore and Howard County government with a focus on connections and shared resources. Via meetings, summits and advocacy PVHA continues to reinforce that the River is not a geo-political boundary or divider but a resource that unites stakeholders as one community, as it did historically.

Each year PVHA engages 1200+ volunteers in stewardship activities working with over 200 groups including schools, higher education, faith-based communities, scouting troops and local companies. PVHA has an active board of directors guided by a thorough, well-crafted management plan and updated marketing, development and communications plans. Operations are centrally located in Historic Ellicott City with sufficient room for offices and small community meetings, workshops and trainings. PVHA runs a successful mini-grant program annually and has awarded \$10,000 or more in matching funds over the last three years. The core of the heritage area, the Patapsco Valley State Park (PVSP), received over 1.17 million visitors last year.

Immediate opportunities include the one million expected annual visitors to the new Guinness Open Gate brewery and a Baltimore Metropolitan Council approved concept for a Patapsco Regional Trail from Sykesville to Baltimore City. Both of these are projects that PVHA has worked on since their inception. The proposed Patapsco Regional Trail would travel through the entirety of the Patapsco Valley Heritage Area and upon its completion, could connect the Heart of the Civil War, Patapsco Valley and Baltimore City National Heritage Area, as well as connect to the Baltimore and Annapolis trail which would unite the heritage area with the Four Rivers Heritage Area.

Challenges

Some of PVHA's successes are also challenges. Patapsco Valley State Park closes frequently on weekends at some locations because it has reached capacity. Visitor demand sometimes outstrips the Park's ability to maintain resources and ensure a safe and successful visitor experience. If the Park decides to open new areas to visitors, there are concerns about how it will maintain and support those areas.

A Patapsco Regional Trail could provide recreational access and be a strong connector, but it comes with the challenges of protecting environmental resources. Phasing the trail and determining funding and support for its ultimate success will also be a challenge.

The expected visitors to the new Guinness Open Gate Brewery- the first purpose-built Guinness brewery on U.S. soil- has the potential to bring 1 million plus visitors to the heritage area. Ensuring that we can logistically manage the visitors, provide a good visitor experience and translate visitor dollars to other heritage resources will be a challenge. Annual goals include the creation of a Comprehensive Interpretation Plan (CIP), which should address some of these opportunities.

A specific challenge to the expected increase of visitors is the lack of lodging within the Patapsco Valley Heritage Area. Evaluating opportunities for overnight accommodations within the boundaries must be part of any CIP.

Another challenge is facilitating partners' access to MHAA grant funding. Stakeholders need assistance in understanding grant opportunities. Small organizations need technical assistance with grant writing and additional training to ensure a successful outcome. Local governments have difficulty finding the time and capacity to capture state funds. Connecting local governments to MHAA funding is an essential means to ensuring their ongoing support.

A view of the old Trolley Trail on the outskirts of Ellicott City



PHOTO/COURTESY OF THE PATAPSCO HERITAGE GREENWAY

SOUTHERN MARYLAND HERITAGE AREA

CALVERT COUNTY

CHARLES COUNTY

ST. MARY'S COUNTY



History, Current Management, and Financial Support

The Southern Maryland Heritage Area (SMHA) became a Certified Heritage Area in 2004. Clusters of heritage resources are connected by scenic trails and byways to form the boundaries of SMHA across Calvert, Charles, and St.

Mary's counties. The region's character and significance rests in Southern Maryland's abundant historical, cultural, natural and recreational resources that reflect distinctive rural landscapes and development along the tidal creeks, rivers, and the Chesapeake Bay. These resources reflect the following interpretive themes:

- *Native American History and Culture*
- *Birthplace of Maryland: Maryland's Beginnings from 17th century European Settlement*
- *The Foundation of Religious Freedom in the United States*
- *The History and Culture of Enslaved Africans, and the history and culture of those African Americans who made the region their home as a free people*
- *The Exceptional Role of Tobacco and Tobacco Plantations in the 18th and 19th Century*
- *The Unique Culture of the Chesapeake Bay's Watermen*
- *Military History from the Revolutionary War, War of 1812, and the Civil War to the 20th Century World Wars*

SMHA has established the Southern Maryland Heritage Area Consortium (SMHAC) to serve as the heritage area management entity, bringing together a board of directors representing a broad base of heritage partners. In addition to working with this board, SMHAC partners closely with the Tri-County Council for Southern Maryland, a cooperative planning and development agency created to foster the social and economic development of the Southern Maryland Region. The Tri-County Council acts as SMHAC's fiscal agent and provides financial and

technical support to the heritage area. SMHAC also relies on financial support from the three counties represented in the heritage area as well as the State of Maryland.

Successes

One of the primary successes of the heritage area is as a broker, advocate, and partnership-builder for the region. The executive director, as a non-governmental consultant, has the autonomy to advocate for heritage tourism (including assisting with bond bills and other strategies that will enhance the preservation and tourist economy of Southern Maryland), as well as connecting disparate stakeholders in a variety of county and state identified priorities. Additionally, the heritage area is an outreach organization for granting opportunities, and holds workshops and forums to connect stakeholders to funding prospects that will enhance regional identity and heritage tourism. SMHA has created the Museum Association of Southern Maryland which provides a pivotal forum for sharing best practices, supporting a guest speaker series, and connecting the museum community to funding opportunities.

War of 1812 living history interpreters fire a historic cannon at Jefferson Patterson Park and Museum.



PHOTO/COURTESY OF THE SOUTHERN MARYLAND HERITAGE AREA

Additional successes include the “Through Piscataway Eyes” Master Plan which stands as a model for a native interpretive plan positioned through the perspective of a native people. SMHA was responsible for guiding the master plan development (including the hiring of consultant firm, and the establishment of a steering committee of the Piscataway Tribe, National Park Service, Maryland Heritage Area Authority/Maryland Historical Trust, Maryland Office of Tourism, St. Mary’s College of Maryland, etc.). SMHA continues to provide material (mini grant) and consultant support to the Piscataway Tribe as they implement this master plan. SMHA also supports the National Religious Freedom Byway (a byway that incorporates many of the nation’s oldest churches, the site of the first Roman Catholic Mass held in English-speaking America, and Maryland’s colonial capital, Historic St. Mary’s City). SMHA provides management and enhancement through interpretive signage (made possible through grant support from MHAA). SMHA continues to work closely with the National Park Service, including formalizing a Southern Maryland Potomac Heritage Bicycling Route (part of the Potomac Heritage Trail).

Challenges

Some of the major challenges of the heritage area are tied to the successes. For example, SMHA received the greatest response to date for the mini grant program (\$50,000 in requests for a program that can offer \$15,000). This response was tied to the Executive Director's advocacy for the program to a broad range of groups within the region. The challenge is that SMHA is underfunded at this point. This response to the mini grant program indicates the need and potential for further development and funding in the region. The executive director volunteers a great deal of time, as the current management grant does not support the amount of time needed to realize the heritage area's full potential and impact. The lack of non-state financial support for SMHA combined with the requirement that heritage area management entities provide dollar-for-dollar cash match for 75% of the management funding awarded annually by MHAA has meant that SMHA can only request a portion of the maximum annual management funding available to management entities from MHAA. The executive director identified this issue and has worked to form partnerships within the three counties in the heritage area, addressing the potential that can be achieved with additional buy-in by stakeholders. All three counties have seen turnover in their tourism directors within this past year, and the major partner for SMHA, the Tri-County Council, has seen funding fluctuations. Thus, the primary concern and challenge for SMHA is to stabilize the funding for this organization into the future, so that the greatest potential may be realized for this region.

STORIES OF THE CHESAPEAKE HERITAGE AREA

CAROLINE COUNTY

KENT COUNTY

QUEEN ANNE'S
COUNTY

TALBOT COUNTY



History, Current Management, and Financial Support

The Stories of the Chesapeake Heritage Area (SCHA) became a Certified Heritage Area in 2005. It encompasses large swaths of Caroline, Kent, Queen Anne's, and Talbot Counties—all on the Eastern Shore of Maryland. Stories of colonization, agriculture, maritime industries, religious development, and abolition and the Underground Railroad are strong and well represented in the landscape, settlements, and buildings. These counties are a significant part

of the nation's Colonial and early American landscape, and the following place-based resources exist within the heritage area's boundaries:

- Viewsheds of farms, communities, buildings, and even people (descendants) evoking the nation's Colonial and early American past,
- American Indian trails and river crossings, evidence of which exists beneath current roads and bridges,
- Historic plantation homes and grounds scattered across the agricultural countryside,
- Country churches still in use today that tell the story of religious toleration, denominational development spanning from the 17th to the 20th centuries, and are linked to abolition and the Underground Railroad,
- Small towns and villages reflecting transportation and settlement patterns laid down from the beginning of European settlement,
- Prehistoric and historic sites that tell the story of Eastern Shore culture, history, tradition, lore, and experience,
- Working waterfronts providing connections to the Chesapeake Bay and its tributaries, and access to historic boats,
- African American sites that tell the story of the free and enslaved, the civil rights movement, the Underground Railroad, and individuals including Harriett Tubman, William Stills, Henry Highland Garnett, and Frederick Douglass, and,
- Scenic drives including the nationally recognized the Chesapeake Country and Underground Railroad National Scenic Byways.

Eastern Shore Heritage, Inc., the heritage area management entity, is organized as a 501(c)3 nonprofit and governed by a board of directors. It receives financial support from the State of Maryland, Caroline, Kent, Queen Anne's, and Talbot Counties, local municipalities within its boundaries, and private individuals. Individuals are invited to become members of the organization and provide support on an annual basis through membership dues.

Successes

As a region, SCHA has much to offer visitors and residents alike in terms of quality of life, educational and recreational experiences, and tourist opportunities.

SCHA has been successful in helping secure substantial funds for local projects such as the Sultana Environmental Education Center, Kennard Cultural Heritage Center, the restoration of numerous buildings, including the Sumner GAR Hall, Webb Cabin, Avalon Theatre, Garfield Center of the Arts, William Stills Cabin, Tucker House, Lee House, and the Wye Ghrist Mill; restoration of boats such as the Edna Lockwood; and projects at Adkins Arboretum, Chesapeake Bay Maritime Museum, and Phillips Wharf Environmental Center. SCHA has awarded over 60 mini grants.

SCHA recently created a successful workshop series with presentations on writing and managing grants, hazard mitigation planning, historic preservation tax credit programs, making heritage sites ADA compliant, and using social media.

The heritage area embarked on a marketing campaign— “The Tastiest Catch: Maryland’s Chesapeake Bay”— which is designed to showcase the culinary resources, recreational opportunities, maritime assets, and cultural traditions associated with the Chesapeake Bay and its seafood industry.

SCHA provided funding for projects in archeology at The Hill in Easton; documentaries of working waterfronts in Rock Hall and Tilghman Island; walking and driving tours, including the Quilt Trail and the Kent Narrows Waterman’s Heritage Trail; and exhibits at numerous museums throughout the area.

Finally, the heritage area completed a scenic and cultural resource study that has been the basis for planning efforts in the four counties, and influenced the placement of renewable energy generation facilities. SCHA also assisted the Town of Federalsburg with its National Register of Historic Places designation.

Challenges

SCHA is fortunate that the interpretative offerings of the heritage area are so extensive and compelling. The challenge is to expand the resources available to these sites, events, and programs, so as to improve the quality and quantity of the “storytelling” available, and build capacity at partner sites. This challenge of resources is evident in the limitation of and competition for monetary and volunteer resources. Small museums and sites are particularly challenged in obtaining project funds and volunteers. Project needs far outweigh available funds.

Another challenge for the heritage area is the lack of public awareness. Few visitors and residents realize they are living in or visiting a heritage area and the benefits the heritage area provides. This translates into a challenge for raising financial support for heritage area programs

The heritage area is large and the number of sites and organizations providing historic preservation and interpretation can pose challenges for coordination and information exchange. A more nuanced challenge is competition for limited resources whether funding, volunteers, or consumers. Amenities that attract tourists—eating establishments, lodging, etc.—are unevenly distributed throughout the area. Many organizations depend on volunteers (many of whom are aging) and these volunteers lack access to the technical training that will help them do their jobs.

Captain Wade Murphy of Tilghman Island shares the beauty and stories of the Chesapeake Bay with visitors.



PHOTO/COURTESY OF TALBOT COUNTY AND THE STORIES OF THE CHESAPEAKE HERITAGE AREA

For more information about the Maryland Heritage Areas Program,
please visit mht.maryland.gov/heritageareas.shtml

For more information about the Maryland Heritage Areas Coalition,
please visit marylandheritageareas.com

View toward downtown Baltimore from the Natty
Boh Tower in the city's Brewers Hill neighborhood

PHOTO/WILLIAM GAVIN
(COURTESY OF THE BALTIMORE NATIONAL HERITAGE AREA)



PUBLICATION DESIGN BY JASON VAUGHAN/BALTIMORE NATIONAL HERITAGE AREA