Statewide Preservation Plan

The **Maryland Historical Trust (MHT)** is the state agency dedicated to preserving and interpreting the legacy of Maryland’s past. Governed by a 15-member Board of Trustees, MHT is part of the **Maryland Department of Planning (MDP)** and operates headquarters in Crownsville, as well as Jefferson Patterson Park and Museum (the State Museum of Archeology, which includes the Maryland Archaeological Conservation Laboratory) in St. Leonard.

As the State Historic Preservation Office, MHT is mandated, via the **National Historic Preservation Act**, to produce a state preservation plan. Regulations require a plan "that provides guidance for effective decision making about historic property preservation throughout the State." In this way, the plan **serves the broader preservation community**, not just MHT – although the goals, objectives and strategies do inform the agency’s workplan. In addition to **historic preservation**, the plan includes **archeology** and **cultural heritage**.
Statewide Preservation Plan

MHT updates the plan periodically - typically every five years – and the National Park Service reviews to ensure that:

- significant and meaningful public participation occurs
- the final plan identifies significant issues affecting historic resources
- proposes realistic solutions and sets priorities for preservation action

PreserveMaryland II builds on PreserveMaryland, the previous statewide plan, because feedback received during the planning process identified the need to continue to work toward the same five statewide goals: 1) Connect with Broader Audiences, 2) Improve the Framework for Preservation, 3) Expand and Update Documentation, 4) Build Capacity and Strengthen Networks, and 5) Collaborate Toward Shared Objectives. This plan will include a report on the previous plan along with highlights from the past five years.
Plan Partners

PreserveMaryland II was guided by an interdisciplinary Advisory Committee in collaboration with statewide partners, including Preservation Maryland (PM), the Maryland Commission on African American History and Culture (MCAAHC), the Maryland Commission on Indian Affairs (MCIA), the Archeology Society of Maryland (ASM), Council for Maryland Archeology, Main Street Maryland, the Maryland Association of Historic District Commissions (MAHDC), the Coalition of Maryland Heritage Areas and the Maryland Museums Association (MMA). These committee members and organizations co-hosted outreach meetings, facilitated discussions and helped bring their constituents to the table.

State agencies reflected in PreserveMaryland II strategies include the Department of Natural Resources (DNR), Department of Transportation State Highway Administration (MDOT SHA), Department of Housing and Community Development (DHCD) and Department of General Services (DGS).
Plan Advisory Committee

Sam Parker, MHT Board of Trustees (Committee Chair - Prince George’s)
Sheila Bashiri, City of Rockville (Montgomery)
Rob Brennan, Brennan + Company Architects (Baltimore County)
Auni Gelles, Baltimore Museum of Industry (Baltimore City)
Aaron Marcavitch, Coalition of Maryland Heritage Areas (statewide)
Katie Parks, Eastern Shore Land Conservancy (Eastern Shore)
Kacy Rohn (statewide)
Amy Seitz, Main Street Maryland (statewide)
Emily Swain, Council for Maryland Archeology (statewide)
Cathy Thompson, Charles County (Charles)
Bill Utley, Maritime Archeological and Historical Society (statewide)
Edie Wallace, Paula S. Reed & Associates (Washington County)
Steve Ziger, Ziger/Snead (Baltimore City)
The Plan in Context

To ensure compatibility with other state and regional planning efforts, MHT worked with representatives of sister agencies and regional non-profits to identify aligned strategies. Planning efforts currently underway, which dovetail with PreserveMaryland II, include:

- **A Better Maryland** (Smart Growth Subcabinet)
- **Land Preservation and Recreation Plan** (Department of Natural Resources)
- **Maryland Transportation Plan** (Maryland Department of Transportation)

MHT’s participation in the Adaptation and Response Working Group of the Maryland Commission on Climate Change and the Smart Growth Coordinating Committee of the Sustainable Growth Commission allows PreserveMaryland II to be integrated into those inter-agency efforts as well.
Public Outreach

To help shape PreserveMaryland II and the next five years of historic preservation, archeology and cultural heritage activities in Maryland, members of the public provided more than 2,000 comments through a variety of public outreach opportunities. These included:

- Regional public meetings in Cumberland, Frederick, Salisbury, Chestertown, Havre de Grace, Hyattsville, Baltimore City, Prince Frederick
- Regional meetings in Cambridge, Galesville and Baltimore City on African American heritage, cosponsored with the Maryland Commission on African American History and Culture
- Focus groups around the state by topic and profession, including preservation planning, architectural research and survey, archeology, advocacy, Main Streets, museums, architects and design professionals
Public Outreach

- **General survey** open May to October 2018, advertised online and in meetings
- **Targeted surveys** to constituent groups and via events including the Maryland Municipal League, Maryland Commission on Indian Affairs, Discovering Archaeology Day, Preservation Maryland’s annual Old Line State Summit and the Maryland Association of Historic District Commissions’ annual Symposium
- One-on-one **stakeholder interviews** with representatives of agencies and organizations including the University of Maryland, Goucher College, Morgan State University, Maryland Historical Society, the Department of Housing and Community Development, Maryland Traditions, Maryland Humanities, and the National Park Service
How the Plan Works

In *PreserveMaryland II*, each goal will contain a short report on progress achieved during PreserveMaryland, as well as a section on “What We Heard,” which distills key feedback from the public outreach process and highlights any outstanding issues or action steps from the previous plan.

In *PreserveMaryland II*, each goal is followed by broad objectives. Wherever possible, specific strategies for each objective are included, along with the organization or agency responsible. Most of the named strategies will be pursued within one-three years; it is anticipated that over the course of five years, more strategies will be added.

Like its predecessor, *PreserveMaryland II* includes sections on the different threats and opportunities to the state’s unique heritage by region. In *PreserveMaryland II*, the regional sections have been expanded and enhanced. Each section also includes, if applicable, regional objectives listed for the five goals.
How the Plan Works

Although PreserveMaryland II is intended to serve as a roadmap for the broader preservation community, there is no mandate for individuals or organizations to adhere to the plan. To ensure that the plan continues to reflect the work of the broader community, the statewide partner organizations and agencies suggest an annual meeting to discuss progress and new initiatives (Goal 4).

MHT does have a mandate to follow the plan and will use it to inform its agency workplans over the next five years. Each year, MHT reports to the National Park Service on its progress toward each of the goals and objectives.
Draft for Public Comment

Prior to submitting PreserveMaryland II for approval by the MHT Board of Trustees and the National Park Service, MHT has provided this draft plan for final public comment (30 days) to ensure that we have reflected key feedback and that the plan’s goals, objectives and strategies are supported by partner agencies and organizations, as well as the general public.

**What’s Here**
- Summaries of public feedback for each section (“What We Heard”)
- Statewide Goals, Objectives and Strategies
- Regional Goals, Objectives and Strategies

**What’s Missing (but will be included in the final plan)**
- Report on PreserveMaryland accomplishments
- Maps, graphics and illustrations
- Detailed descriptions of regional contexts
Statewide Goals

The following section tracks the **five statewide goals** (listed below), providing a summary of public feedback, as well as objectives and strategies for each goal.

1. Connect with Broader Audiences
2. Improve the Framework for Preservation
3. Expand and Update Documentation
4. Build Capacity and Strengthen Networks
5. Collaborate Toward Shared Objectives
Goal 1:  
*Connect with Broader Audiences*

*What We Heard.* Despite the progress achieved in the last five years, participants in the [PreserveMaryland II](#) planning process continued to highlight the need for better communications and messaging within the preservation, archeology and cultural heritage community and to those outside the community. In particular, we heard:

- Concerns about the perceived relevance and value of historic preservation
- Strong calls for diversity and inclusion in all efforts and audiences
- The importance of local history for local communities – and frequently, the lack of common knowledge about local history, along with lack of mechanisms or support for education
- The importance of outreach regarding programs and activities so that constituents can access them easily
Goal 1: Connect with Broader Audiences

Objective: Expand the reach of preservation, archeology and cultural heritage programs and activities into diverse geographical areas and communities.

Immediate strategies:
- MHT: work with local partners to produce three “MHT Roadshows” in different regions each year, enhance the geographical diversity of outreach plans by program
- MHT, PM, Heritage Areas, local partners: develop and enhance state and local partnerships to extend outreach to diverse communities (especially Native American, African American, and immigrant communities)
- PM, Heritage Areas, others: work with Rural Maryland Council and local partners to expand programming in rural areas
- Smithsonian Institution, National Endowment of the Humanities, Maryland Humanities, local museums: expand use of traveling exhibits to enhance programming
Goal 1: Connect with Broader Audiences

Objective: Engage younger and more diverse people in education, training and professional development opportunities related to historic preservation and cultural heritage.

Immediate strategies:

• PM, National Historic Preservation Training Center: support the training of skilled tradespeople through the Traditional Trades Apprenticeship Program

• MHT, MDP: explore options for connecting young people from diverse communities to State service (e.g. internship programs)

• MHT: explore creating a "site stewardship program" to engage volunteers in identifying archeological sites and monitoring condition and integrity

• Local groups: expand the use of oral history projects to connect younger people to their heritage
Goal 1: Connect with Broader Audiences

- Objective: Enhance and foster the ability to learn more about Maryland heritage through public archeology and archeological collections.

- Immediate strategies:
  - MHT: enhance communication strategy related to public archeology programs and information
  - MHT: expand on free public lectures offered at Crownsville location, develop new partners and improve publicity
  - Maryland Archaeological Conservation Laboratory: explore partnerships to make artifacts available for interpretation locally
  - MHT, MDOT SHA, DNR, PM, other partners: collaborate to conduct and share findings from State-sponsored archeological research
Goal 1:  
*Connect with Broader Audiences*

- Objective: Enhance and foster the ability to learn more about Maryland heritage through public history and new technology.

- Immediate strategies:
  
  - MHT: produce and promote online, interactive materials that tell stories and illustrate projects in an engaging way
  
  - MHAA: develop incentives or recognition programs for heritage tourism projects that utilize innovative technology
  
  - Local museums: explore options for interpretive applications and virtual and augmented reality that can connect visitors and the general public to Maryland stories
  
  - PM, MHT, others: utilize drones and scanning to communicate preservation issues and projects
  
  - Local groups: provide opportunities for communities to connect and learn from difficult histories (e.g., racism and gentrification)
Goal 1: Connect with Broader Audiences

Objective: Celebrate preservation, archeology and cultural heritage achievements statewide.

Immediate strategies:

• MHT, PM: collaborate to produce combined Advocacy Day/Maryland Preservation Awards annually
• PM: Best of Maryland awards
• Local organizations, heritage areas and commissions: develop and produce local awards programs to highlight excellent projects and foster good will in communities
• All: seek opportunities to nominate projects for national awards programs and awards beyond the preservation, archeology and cultural heritage community (e.g. planning, museums, etc.)
Goal 2: 

*Improve the Framework for Preservation*

**What We Heard.** Public feedback related to improving the framework for historic preservation (that is, preservation incentives and regulation) was almost identical to [PreserveMaryland](#). Participants acknowledged progress in program accessibility and ease of use, as well as greater transparency, but indicated that more is needed. In addition, we heard:

- Concerns about equality of access to programs and outcomes for diverse and marginalized communities
- Questions about the basic practice of preservation and its relationship to community development and place-making - how are the goals the same? where are they different? and can these be reconciled for better outcomes?
- Interest in technical support for the protection of viewsheds, cultural landscapes, and communities for which traditional preservation approaches may not be appropriate
Goal 2: Improve the Framework for Preservation

- Objective: Evaluate the economic impact and performance of existing historic preservation grant and tax credit programs.

- Immediate strategies:
  - MHT: complete performance evaluation of MHAA program, building on economic impact analysis
  - MHT, PM, locals: explore options to evaluate the economic impact of preservation tax credits on the state and local level
Goal 2: Improve the Framework for Preservation

- Objective: Evaluate barriers to access to existing financial incentive programs and improve equity in outcomes.

- Immediate strategies:
  - MHAA, Coalition of Maryland Heritage Areas: create a working group to identify barriers and evaluate equity in MHAA applications and grants
  - MHT, local partners: identify opportunities for tax credit programs to reach all geographic areas and income levels
  - MHT, State and local partners: collaborate to promote tax credit programs in lower-income and marginalized communities; develop combined resource list for funding
  - MCAAHC: explore options for expanding the African American Heritage Preservation Program to include support beyond capital grants
Goal 2:
*Improve the Framework for Preservation*

- **Objective:** Ensure that financial incentives for preservation, archeology and cultural heritage are structured and funded to meet preservation goals and demand.

- **Immediate strategies:**
  - MHT: convene a working group to discuss issues and ideas related to state rehabilitation tax credits, including program enhancement and/or options for new programs
  - MHT Board of Trustees: convene a working group to discuss issues and ideas related to preservation easements
  - PM and advocacy partners: continue to pursue support for adequate funding for preservation, archeology and cultural heritage activities
  - MMA, Maryland Historical Society, local museums: seek renewed and increased support for museum programs and activities
Goal 2: Improve the Framework for Preservation

Objective: Ensure that State financial incentives, training programs and technical resources are as accessible and as user-friendly as possible.

Immediate strategies:

- MHT: continue to simplify grant application, administration and review procedures as much as possible, while fostering high-quality projects
- MHT: study feasibility of electronic application for tax credits, create an online application tracking tool to improve transparency regarding tax credit review process
- MHT: expand and enhance program training opportunities across platforms (e.g. online, in-person, materials)
- PM, local groups: explore options for funding technical assistance staff dedicated to high-priority audiences who commonly experience barriers (need to be identified)
Goal 2: 
*Improve the Framework for Preservation*

- Objective: Enhance the ability of Federal and State agencies to engage in preservation activities and project review and compliance.

- Immediate strategies:
  - MHT: develop process for online project submission and implement enhanced Section 106 training for State agencies
  - MHT: work with other State agencies to identify opportunities to add dedicated preservation officers (see DHCD example)
  - MHT, National Conference of State Historic Preservation Officers: work with National Response Team to enhance its ability to triage cultural resources during natural disasters and emergencies (national)
  - MHAA : complete model State Agency Statements for compliance with Maryland Heritage Areas Program legislation and statute
Goal 2: Improve the Framework for Preservation

- Objective: Develop training programs, toolkits and guidance documents to assist local governments and non-profits in key preservation issues.

- Immediate strategies:
  - MAHDC, MHT: develop an online toolkit and trainings for local governments interested in planning options beyond traditional preservation regulation, including conservation districts
  - MHT, MDP Regional Planners, MAHDC: develop a suite of model ordinances that reflect current best practices
  - MAHDC, MHT: develop an online toolkit and trainings for local governments on how to address demolition by neglect [from PreserveMaryland]
  - MHT, MAHDC, local commissions: develop “best practices” for local tax credits, add information on local credits to MHT website
Goal 3:  
Expanding and Updating Documentation

*What We Heard.* As with Goal 2, participants in PreserveMaryland II observed that, while progress has been made – particularly related to the return of Historic Preservation Non-Capital Grants and enhancements of the Medusa cultural resources information system – we are just getting started on the backlog of research, survey and documentation in the state. In particular, we heard:

- Strong calls for continued focus on underrepresented heritage
- Interest in the development of – and access to information about – historic contexts and regional resource themes
- Interest in documentation beyond buildings and architectural sites, especially: oral histories, cemeteries, viewsheds, cultural landscapes
- Regional variety in areas and topics of interest

This section will focus on statewide priorities for documentation; regional priorities are listed in the regional section of the plan.
Goal 3: Expand and Update Documentation

- **Objective:** Prioritize the survey and documentation of archeological sites, historic properties and cultural traditions threatened by climate change.

- **Immediate strategies:**
  - MHT, PM, others: include prioritization as a selection criteria in funding sources, as appropriate.
  - MHT, local governments: pursue funding through FEMA and other non-traditional sources for cultural resource documentation in affected areas.
  - MHT: continue to test and refine combined vulnerability assessment/historic property documentation developed for the *Weather It Together* program, train potential users.
Goal 3: Expand and Update Documentation

Objective: Prioritize the survey and documentation of Maryland’s agricultural heritage, including the dairy industry, cultural landscapes related to agriculture and viewsheds significant to the character of agricultural regions in Maryland.

Immediate strategies:
- MHT: conduct survey and prepare statewide historic context for barns and associated buildings related to dairy farming in Maryland
- MHT, PM/Smart Growth Maryland, MAHDC: develop a toolkit for the identification, documentation and protection of agricultural landscapes
- MHT, PM/Smart Growth Maryland, MAHDC: develop a toolkit for the identification, documentation and protection of viewsheds in agricultural areas
Goal 3: Expand and Update Documentation

- Objective: Prioritize the survey and documentation of understudied and underrepresented themes and contexts statewide, including Women’s Suffrage and Lesbian/Gay/Bisexual/Transgender/Queer (LGBTQ) heritage.

- Immediate strategies:
  - MHT: prepare Maryland Inventory of Historic Properties forms, National Register nominations and amendments for sites related to the Women’s Suffrage Movement
  - PM, MHT, local partners: raise funds to develop a context study and National Register nominations, engage in education and outreach related to LGBTQ heritage statewide
  - Certified Local Governments: seek federal funds (CLG or NPS Underrepresented Communities grants) to document and conduct public outreach related to LGBTQ heritage
Goal 3: *Expand and Update Documentation*

- Objective: Identify understudied and underrepresented themes, contexts and property types; prioritize for future research.

- Immediate strategies:
  - MHT: complete project to identify gaps in archeological data, publish regional “snapshots” which will make Archeological Synthesis Database more accessible and inform regional priorities for research.
  - MHT: provide recommendations for future survey work based on the Architectural Survey Data Analysis Project, by reviewing county-by-county Maryland Inventory of Historic Properties records as well as related collections within the MHT Library.
  - MHT, PM, Heritage Areas, local partners: via expanded outreach to diverse communities (Goal 1), identify opportunities to collaborate on documentation.
Goal 3: Expand and Update Documentation

Objective: Ensure that data and technical resources related to research, survey and documentation are as up-to-date and accessible as possible.

Immediate strategies:

- MHT: enhance Medusa Cultural Resources Information System web site with new layers, upgraded search capabilities
- MHT: determine National Register eligibility of local historic districts for purposes of eligibility for State incentive programs
- MHT: revise *Standards and Guidelines for Archeological Investigations in Maryland*
- MHT: revise *Standards and Guidelines for Architectural and Historical Investigations in Maryland*
- MHT: catalogue and create finding aids for drawings, photographs, slides, and other identified collections in the MHT Library
Goal 4: Build Capacity and Strengthen Networks

**What We Heard.** Although the Maryland preservation and cultural heritage community has received increased public and private investment since PreserveMaryland, organizational and local government capacity varies widely by region; this is also true of opportunities to network and exchange information. (The regional section of the plan outlines regional objectives and strategies.) In particular, we heard:

- Small organization capacity still an issue, especially in volunteer-run organizations, where volunteers are aging out or passing on
- Particular concern about the capacity and opportunities for small organizations focused on underrepresented heritage and/or marginalized communities, stressed need to network better with African American heritage organizations and Maryland tribes (see regional section)
- Concern about ongoing lack of qualified preservation architects, surveyors, contractors, planners – what can be done?
- MHT's capacity makes it hard to provide the trainings and technical support that are needed, because staff are stretched so thin; partnerships are necessary
Goal 4: Build Capacity and Strengthen Networks

- Objective: Develop a regular annual cycle of training and networking opportunities for cultural heritage professionals and volunteers.

- Immediate strategies:
  - MHT, PM, MAHDC, others: develop and share a calendar of annual offerings in January of every year, including:
    - MHT, ASM, Jefferson Patterson Park and Museum: Archeological symposium, Workshop in Archeology, Field Session, Discovering Archaeology Day
    - PM: Old Line State Summit, Best of Maryland Awards
    - MAHDC: Annual Symposium
    - MHT: Maryland Preservation Awards (w PM and American Institute of Architects), Architectural Fieldwork Symposium
    - Local and regional groups: Bmore Historic, Small Museum Association, Historic Sites Consortia, Certified Tourism Ambassador Training
  - MHT: annual “check-in” meeting for preservation plan, held regionally
Goal 4: 
**Build Capacity and Strengthen Networks**

- Objective: Add new, specialized training and networking opportunities for cultural heritage professionals and volunteers.

- Immediate strategies:
  - MHT: enhance outreach to architects, engineers and consultants, develop training and opportunities for information exchange
  - MHT: develop workshop on Maryland Inventory of Historic Properties form and *Standards & Guidelines*
  - MHT, MAHDC, local governments: conduct outreach and promote MHT programs to and through local historic preservation commissions; encourage networking among Certified Local Governments and historic preservation commissions
  - MHT: develop training opportunities around guidance for planning for flood-prone historic properties and archeological sites via the *Weather It Together* program
Goal 4: 
**Build Capacity and Strengthen Networks**

- **Objective:** Provide enhanced technical assistance and support for smaller and lower-capacity organizations engaged in preservation, archeology and cultural heritage.

- **Immediate strategies:**
  - PM, MHS, MMA, others: explore options for retaining a circuit rider to assist organizations in fundraising and program development and implementation
  - Heritage Areas, local partners: continue to utilize mini-grant programs to help build capacity and foster partnerships among groups, where possible
  - MHS, MMA: collaborate to develop a plan for enhancing the capacity of smaller museums and building the network statewide
Goal 4: **Build Capacity and Strengthen Networks**

- **Objective:** Ensure that practitioners and volunteers can easily access information on networks and designation programs that might benefit them.

- **Immediate strategies:**
  - [placeholder: Main Street, Rural Villages, Arts and Entertainment Districts, American Association for State and Local History, American Museums Association, others?]
  - MHT, National Park Service: finalize Certified Local Government procedures and make them available online
  - MHT, MAHDC: explore options for better networking Certified Local Governments and Historic Preservation Commissions
  - MMA, MHAA, MHT, PM, local museums, others: participate in Small Museum Association annual conference
Goal 5: Collaborate Toward Shared Objectives

*What We Heard.* Preservation does not exist in a vacuum, and participants in the *PreserveMaryland II* process pointed out opportunities, both on the statewide and regional levels, for increased collaboration among agencies, organizations and professional disciplines. (See the regional section of the plan for regional objectives and strategies.) In particular, we heard:

- Ensure that state plans and statewide activities are connected and complement each other (see “*The Plan in Context*”), that opportunities for collaboration are included

- Preservation really needs to become integrated into, relevant to other disciplines and practices (Smart Growth, climate adaptation, public health, transportation) – where are there opportunities to work together?

- Partnerships among State agencies could be improved with increased capacity for historic preservation in addition to MHT
Goal 5: Collaborate Toward Shared Objectives

- Objective: Research, document and develop preservation strategies for historic properties and archeological sites in State ownership.

- Immediate strategies:
  - MHT, DNR: conduct systematic architectural and archeological surveys and site evaluation on lands controlled by DNR
  - MHT, DNR: continue to collaborate on projects relating to the DNR curatorship program
  - MHT, DGS: continue collaboration on maintenance and restoration of State-owned buildings
  - MHT, Governor’s Commission on Maryland Military Monuments: continue collaboration on cyclical maintenance of military monuments
  - MDOT SHA: provide for consistency by working with MDOT MTA and potentially other Transportation Business Units within MDOT
Goal 5: Collaborate Toward Shared Objectives

- Objective: Develop and implement statewide strategies for the documentation, preservation and stewardship of cemeteries.

- Immediate strategies:
  - MDOT SHA, PM, local groups: develop pilot project to document cemeteries in the state right-of-way (connects to Goal 3)
  - Coalition to Protect Maryland Burial Sites, local groups: identify opportunities to partner on cemetery stewardship projects, enhance opportunities for information exchange
  - MHT, MAHDC: develop guidance materials for local governments that wish to include cemeteries in local planning and land use regulation
Goal 5: 
**Collaborate Toward Shared Objectives**

- **Objective:** Enhance the ability of historic preservation and heritage tourism to promote public health and education.

- **Immediate strategies:**
  - MHAA, Heritage Areas, local groups: support and develop walking and biking tours that support heritage education and health.
  - MHAA, Heritage Areas, local groups: support and develop water trails and paddling tours that support heritage education and health.
  - DNR, State and local partners: Continue to create and enhance a statewide trail system on land and water that connects communities, parks, cultural resources, waterways and schools (in LPRP).
Objective: Ensure that historic preservation is integrated into State and local planning efforts, including climate change and Smart Growth.

Immediate strategies:

- MHT, Maryland Commission on Climate Change Adaptation and Response Working Group, Maryland Climate Leadership Academy: develop and disseminate training and guidance materials related to historic communities and climate change
- MHT, State and local partners: continue to enhance and implement statewide *Weather It Together* program
- MDP, MHT, PM/Smart Growth Maryland: develop and disseminate guidance materials to help communities achieve Smart Growth and preservation objectives (potential example: case studies for appropriate infill)
- MDP, MHT: provide State design charrette team that includes historic preservation when requested by local jurisdictions
Goal 5: Collaborate Toward Shared Objectives

- Objective: Ensure that historic preservation and cultural heritage are integrated into State and local tourism and commemoration efforts.

- Immediate strategies:
  - MDOT SHA, MHAA, Tourism, Main Street, others: develop a working group to create and implement a cohesive plan for signage (may include interpretation and/or wayfinding)
  - DNR, State and local partners: showcase Maryland’s Native American and African American cultural heritage using trails and interpretive signage (in LPRP)
  - PM, MHS, MHT, others: collaborate to research and commemorate the centennial of the 19th Amendment in 2020
  - Maryland State Archives (MSA), MHS, MHT, MCAAHC, others: collaborate to research and commemorate the 250th anniversary of the American Revolution in 2026
  - MSA, MHS, MHT, MH, MCIA, MCAAHC, others: collaborate to research and commemorate Maryland’s 400th anniversary, ensuring a special focus on Native American perspectives
Regional Goals and Objectives

Marylanders identify the state’s regions in many different ways. In **PreserveMaryland**, MHT used the Maryland Department of Planning regions. (Other state agencies use different regional groupings.) In **PreserveMaryland II**, the regions are more conceptual, based on historic development patterns and contexts, and current threats. For each region in this section, the plan provides:

- “broad brush” developmental history, characteristics [placeholder in this plan draft]
- Local issues (“What We Heard”), which combines outstanding items from **PreserveMaryland** and new items from **PreserveMaryland II**
- Local and regional organizations and networks [via map, placeholder in this plan draft]
- Recommended objectives and strategies within the statewide goals
Regional Map [to be added]

**Western Maryland**: includes Allegany, Garrett and Washington

**Central Maryland**: includes Carroll, Howard, Frederick and portions of Anne Arundel and Baltimore County

**DC Metro**: includes Montgomery and portions of Prince George’s

**Baltimore City Metro**: includes Baltimore City, portions of Anne Arundel and Baltimore County

**Upper Bay**: includes Harford, Cecil, portions of Baltimore County

**Eastern Shore**: includes Kent, Queen Anne’s, Talbot, Caroline, Dorchester, Somerset, Worcester, Wicomico (distinguished as Upper Shore and Lower Shore)

**Southern Maryland**: includes Charles, Calvert, St. Mary’s and portions of Anne Arundel and Prince George’s
Western Maryland Snapshot
[Key topics and historic contexts listed below, will be detailed in final plan]
- Transportation and trade (Native American trails, canals, railroads, National Road)
- Industry (especially coal/timber)
- History of wars (Revolutionary War, French and Indian War, Civil War)
- Agricultural heritage

What We Heard
- The region’s mining heritage is not adequately documented and interpreted. This heritage connects Western Maryland to the surrounding region, particularly West Virginia and western Pennsylvania.
- Western Maryland and West Virginia were considered prime locations for Cold War facilities. Although documentation varies and some are still in operation (yielding security concerns about access etc.), this story has not been adequately researched and interpreted.
Western Maryland Network

[add map of Heritage Areas, Scenic Byways, Main Streets, Certified Local Governments, history and heritage museums and institutions, universities (as appropriate), historical societies, Archeology Society of Maryland chapters, etc.]
Western Maryland: What We Heard

- Economic struggles make preservation efforts uneven across the region, concerns about equity, inclusion and access
- Protect scenic vistas and viewsheds, gateways to small towns
- Active demolition and neglect – especially loss of modest, vernacular structures, including working class housing
- Loss of historic roads, bridges and other resources related to transportation heritage
- Many preservation and heritage organizations have little or low capacity
- Rapid development has led to the loss of archeological sites, need to raise awareness and conduct research (example: the eastern Appalachians were along several Native American trade routes)
- Need more outreach, training and resources to enhance preservation efforts (Western)
Western Maryland: 
**Regional Goals and Objectives**

- **Connect (Goal 1)** Objective: Enhance opportunities for local residents – particularly youth – to experience and learn local heritage.
  - Local groups: work with individual schools and teachers to identify ways to include local heritage in curriculum

- **Improve (Goal 2)** Objective: Expand outreach and training programs to increase participation in and knowledge of preservation.
  - MHT, MAHDC: increase outreach efforts for existing programs (ex. tax credits, commission trainings)
  - PM, Rural Maryland Council, local partners: enhance access to resources in rural communities through collaborative outreach
Western Maryland: 
*Regional Goals and Objectives*

- **Update** *(Goal 3)* Objective: Research and document historic properties and cultural sites significant to agricultural heritage.
  - MHT, Frostburg State University, local partners: collaborate on research, survey and documentation of dairy industry

- **Update** *(Goal 3)* Objective: Research and document historic resources related to the Cold War era.
  - MHT and Federal, State, local partners: Develop a survey and documentation plan for statewide resources related to the Cold War
Western Maryland: Regional Goals and Objectives

- **Strengthen** *(Goal 4)* Objective: expand training in the region for professional and volunteers interested in protecting and enhancing the rural character of the region.
  - PM: continue to offer discounted registrations, host field offices and webinars, and provide targeted online content
  - MHT, MAHDC: develop workshop on existing tools for protecting and enhancing historic roads and bridges

- **Collaborate** *(Goal 5)* Objective: Identify and pursue opportunities to protect and enhance the rural character of the region.
  - PM/Smart Growth Maryland, local partners: pursue local advocacy campaigns to develop preservation focused plans
  - MHT, MDP, MAHDC: develop technical assistance (case studies, guidance documents) for documenting and protecting viewsheds
Western Maryland: Regional Goals and Objectives

- **Collaborate (Goal 5)** Objective: Explore opportunities to develop and enhance the interpretation of mining heritage.
  - MHAA, Heritage Areas, local governments: collaborate to prioritize areas for interpretation and investment
  - MHT: explore opportunities to make existing information about mining heritage and resources more accessible

- **Collaborate (Goal 5)** Objective: Enhance the visitation to and preservation of South Mountain Battlefield.
  - PM, MHAA, DNR, NPS, local groups: develop a plan to increase tourism and accessibility of the site
Central Maryland Snapshot

[key topics and historic contexts listed below, will be detailed in final plan]

- Agricultural heritage
- Rivers and mills
- Civil War heritage
- Founding of America
- Transportation
- Small Towns

What We Heard

- Immigrant heritage, particularly Asian American communities and neighborhoods should be better researched, documented and interpreted.

- African American communities and neighborhoods in the region are frequently overlooked and should be researched, preserved and interpreted. Gentrification and displacement is a particular threat.
Central Maryland Network

[add map of Heritage Areas, Scenic Byways, Main Streets, Certified Local Governments, history and heritage museums and institutions, universities (as appropriate), historical societies, Archeology Society of Maryland chapters, etc.]
Central Maryland: What We Heard

- Lack of planning has contributed to unchecked development throughout the region, threatening agricultural areas, forests.
- Variety of issues and regulatory approaches by jurisdiction means that it may be difficult to create successful regional strategies.
- Concern about riverine flooding, especially as precipitation and flooding increases due to climate change.
- Lack of a strong regional network – local networks are better. Networks tend to be racially segregated and stronger partnerships among networks would be welcome.
- Development pressure from DC and Baltimore.
- Support for preservation seems to be diminishing in high-market areas where it has previously been strong (Annapolis, Frederick).
Central Maryland: *Regional Goals and Objectives*

- **Connect** *(Goal 1)* Objective: Enhance opportunities for local residents – particularly youth – to experience and learn local heritage.
  - Local groups: work with individual schools and teachers to identify ways to include local heritage in curriculum
  - Local groups: develop oral history programs utilizing younger people, particularly related to African American heritage

- **Connect** *(Goal 1)* Objective: Reach out to stakeholders in historic communities to “make the case” for preservation.
  - Local HPCs, Main Streets, local groups: work together to determine audiences and best messaging
  - Local HPCs, MAHDC: work together to evaluate options for improving communication with the public
Central Maryland:  
*Regional Goals and Objectives*

- **Improve** *(Goal 2)* Objective: Strengthen preservation regulation and incentives region-wide, especially at the county level.
  - Potential CLGs: work with the CLG administrator to become certified and access resources
  - Local groups, local governments: enact/enhance ordinances to protect archeological sites

- **Update** *(Goal 3)* Objective: Research and document historic neighborhoods and communities significant to African American heritage.
  - MHT, local governments: collaborate to prioritize areas for research and seek funding for documentation

- **Update** *(Goal 3)* Objective: Research and document historic properties and cultural sites significant to agricultural heritage.
  - MHT, local governments: participate in statewide documentation of dairy industry
Central Maryland: 
*Regional Goals and Objectives*

- **Strengthen** (Goal 4) Objective: Explore opportunities to create regional networks and enhance existing networks.
  - MMA, Four Rivers Heritage Area, local groups: develop historic sites consortium, starting with Anne Arundel County
  - Heritage Areas, local groups: coordinate opportunities, information-sharing and marketing as much as possible

- **Collaborate** (Goal 5) Objective: Ensure consideration of preservation goals in transportation planning.
  - PM/Smart Growth Maryland, state and local organizations: monitor transportation investment and advocate for preservation-friendly approaches
DC Metro Snapshot

[key topics and historic contexts listed below, will be detailed in final plan]
- Suburbanization/Post-War development
- Federal government institutions and facilities
- Agricultural heritage (vanishing legacy)
- Early architecture
- Modern and Recent Past architecture

What We Heard
- Legacy of Jim Crow, segregation and Civil Rights in the region is frequently overlooked and should be researched, preserved and interpreted.
- Transportation-related architecture and historic context is being lost along Route 1, which needs more documentation and preservation planning.
DC Metro Network

[add map of Heritage Areas, Scenic Byways, Main Streets, Certified Local Governments, history and heritage museums and institutions, universities (as appropriate), historical societies, Archeology Society of Maryland chapters, etc.]
DC Metro: *What We Heard*

- Modest Post-War neighborhoods and former agricultural land remain under threat from McMansionization.
- Big differences between the capacity and pressures in Montgomery vs Prince George’s County.
- Although appreciation of Mid-Century Modern architecture has increased, architecture of the Recent Past is chronically threatened by redevelopment.
- Strong development pressure from DC, balancing preservation and density (concentrated development) remains a concern.
- Development context of the region not well understood or appreciated by residents.
- MHT and statewide partners should tap into national organizations headquartered in the region for projects, including the National Trust for Historic Preservation.
DC Metro: 
*Regional Goals and Objectives*

- **Connect (Goal 1)** Objective: Enhance opportunities for local residents to experience and learn local heritage.
  - Heritage Areas, local groups and jurisdictions: collaborate to develop events and activities that will draw local residents (potentially starting with Recent Past and collecting oral histories)

- **Improve (Goal 2)** Objective: Expand participation in the Certified Local Government program.
  - Current CLGs: work with the CLG administrator to develop competitive project applications
  - Potential CLGs: work with the CLG administrator to become certified and access resources
DC Metro: 
*Regional Goals and Objectives*

- **Update** *(Goal 3)* Objective: Research and document historic properties and cultural sites significant to 20th century African American heritage, including segregation and Civil Rights.
  
  - MHT, local governments, local groups: collaborate to prioritize areas for research and seek funding for documentation

- **Update** *(Goal 3)* Objective: Continue to research and document Mid-Century Modern buildings and landscapes.
  
  - MHT, local governments, local groups: collaborate to prioritize areas for research and seek funding for documentation

- **Update** *(Goal 3)* Objective: Prioritize research and documentation of post-War and suburban development via planning and mitigation activities.
  
  - MDOT SHA: update suburbanization context as part of project planning for the I-495/I-270 Managed Lanes Study
DC Metro: Regional Goals and Objectives

- **Strengthen (Goal 4)** Objective: Enhance existing networks to improve preservation education and outcomes across the region or by county.
  - Heritage Areas, MMA, Main Streets, local governments, local partners: identify opportunities to expand and diversify existing networks (either by region or by county)
  - Heritage Areas, MMA, Main Streets, local governments, local partners: explore options to merge and/or create new networks (either by region or by county)
Baltimore City Metro Snapshot

[key topics and historic contexts listed below, will be detailed in final plan]
- Rowhouse neighborhoods
- Industrial development
- Major institutions (e.g. universities, private sector)
- Redlining, segregation and Civil Rights
- Local traditions

What We Heard
- Baltimore has done more work than many other jurisdictions in documenting and interpreting LGBTQ heritage. There is still more to be done but efforts should wrap into statewide objective (Goal 3).
- Post-War neighborhoods developed in the same ways by the same people in the City and County, would benefit from collaborative effort in documentation. Most lack protections.
- Several participants submitted comments regarding Confederate monuments, representing varying perspectives on a plan for handling Baltimore City’s (currently absent) monuments and the conversation going forward.
Baltimore City Metro Network

[add map of Heritage Areas, Scenic Byways, Main Streets, Certified Local Governments, history and heritage museums and institutions, universities (as appropriate), historical societies, Archeology Society of Maryland chapters, etc.]
Active demolition of vacant properties remains a concern. If large-scale demolition continues, preservation advocates, local governments and State agencies should work together to ensure a better process and meaningful preservation outcomes in mitigation.

Major concerns raised about equity and access to historic preservation programs, particularly financial incentives. Misunderstandings about the programs are widespread, and real barriers exist (for example, the need or perceived need to hire a consultant to complete applications).

City stewardship of historic properties is a problem – should be a clear plan to return to use, with protections

Cultural heritage networks tend to be racially segregated and stronger partnerships and collaboration would yield better results.

Need for more coordinated preservation planning and vision for the City and its immediate surrounding communities.
Baltimore City Metro:  
*Regional Goals and Objectives*

- **Connect (Goal 1)** Objective: Continue to connect people to place through public archeology projects.
  - Baltimore Heritage (BHI), Baltimore National Heritage Area (BNHA), MHT, local partners: work together to identify opportunities for public archeology and outreach strategies to enhance community participation.

- **Improve (Goal 2)** Objective: Expand outreach and training programs to increase participation in and knowledge of preservation.
  - MHT, Baltimore Commission for Historical and Architectural Preservation (CHAP), local groups: explore partnership opportunities for more effective outreach in lower-income and marginalized communities (ex. tax credits)
  - CHAP, MHT, MEMA, others: develop guidance and assistance for property owners who wish to pursue flood mitigation for historic properties.
Baltimore City Metro: 
*Regional Goals and Objectives*

- **Improve (Goal 2)** Objective: Assess the state of preservation in Baltimore City and make recommendations for new and expanded designations, tools and programs.
  - CHAP, stakeholders: develop a preservation plan for Baltimore

- **Update (Goal 3)** Objective: Build on current efforts to research and document LGBTQ heritage and participate in statewide efforts.
  - MHT, PM, BHI, BNHA: expand education and outreach programs related to LGBTQ heritage

- **Update (Goal 3)** Objective: Research and document Baltimore County’s industrial heritage, with a focus on potential National Register nominations.
  - Baltimore County, MHT: collaborate to prioritize areas for research and seek funding for documentation
Baltimore City Metro:
Regional Goals and Objectives

- **Strengthen** (Goal 4) Objective: Explore opportunities to create regional networks and enhance existing networks.
  - MCAAHC, BHNA, local groups: explore opportunities for an African American heritage network in Baltimore City and Baltimore County to help exchange knowledge and support
  - BHNA, Greater Baltimore History Alliance: expand participation in and visibility of the Greater Baltimore History Alliance

- **Collaborate** (Goal 5) Objective: Improve preservation outcomes in large-scale redevelopment and demolition projects.
  - PM, BHI, local groups: work together to develop potential mitigation strategies for large-scale demos in advance (with State agencies as appropriate)

- **Collaborate** (Goal 5) Objective: Integrate preservation into local planning advocacy around quality-of-life issues.
  - BHI, Bikemore, PM/Smart Growth Maryland, local groups: explore options to enhance collaboration and mutual support
Upper Bay Snapshot

[key topics and historic contexts listed below, will be detailed in final plan]
- Quaker heritage
- Susquehanna River (canals and development)
- Local history (small towns)
- Agricultural heritage
- Equine heritage

What We Heard
- African American heritage in the region is frequently overlooked and should be researched, preserved and interpreted. (ex. fraternal organizations)
- Rivers beyond the Susquehanna (e.g. Jones Falls and Gunpowder) encouraged human habitation and settlement and could serve as a focus for expanded recreational and interpretative efforts.
Upper Bay Network

[add map of Heritage Areas, Scenic Byways, Main Streets, Certified Local Governments, history and heritage museums and institutions, universities (as appropriate), historical societies, Archeology Society of Maryland chapters, etc.]
Upper Bay: What We Heard

- Lack of local knowledge about local history makes it difficult to connect residents to place, despite wonderful gems throughout the region. It’s unclear how to improve this situation.
- Land use regulation and protections for historic properties vary by jurisdiction. Many areas do not have sufficient protection - need for careful planning to protect what makes the region’s character special.
- Development pressures on agricultural landscape around small towns, sense of place is under threat.
- Demolition and demolition by neglect are pervasive – especially loss of modest, vernacular structures.
- Lots of unnetworked small museums – need capacity building, networking, broader volunteer pool. Unclear how to reach younger audiences.
Upper Bay:  
*Regional Goals and Objectives*

- **Connect** *(Goal 1)* Objective: Enhance opportunities for local residents – particularly youth – to experience and learn local heritage.
  - Local groups: work with individual schools and teachers to identify ways to include local heritage in curriculum
  - Local groups and jurisdictions: collaborate to develop events and activities that will draw local residents to experience historic sites

- **Improve** *(Goal 2)* Objective: Expand participation in the Certified Local Government program.
  - Current CLGs: work with the CLG administrator to develop competitive project applications
  - Potential CLGs: work with the CLG administrator to become certified and access resources
Upper Bay: Regional Goals and Objectives

- **Update (Goal 3)** Objective: Research and document historic properties and cultural sites significant to African American heritage.
  - MHT, local governments: collaborate to prioritize areas for research and seek funding for documentation

- **Update (Goal 3)** Objective: Research and document historic properties and cultural sites significant to agricultural heritage.
  - MHT, local governments: participate in documentation of dairy industry

- **Strengthen (Goal 4)** Objective: Explore opportunities to create regional networks and enhance existing networks.
  - MMA, local groups: develop historic sites consortium
  - Heritage Area, local groups: coordinate opportunities, information-sharing and marketing as much as possible
Eastern Shore Snapshot

[key topics and historic contexts listed below, will be detailed in final plan]

- Native American heritage
- Early 18\textsuperscript{th}-19\textsuperscript{th} century agricultural economy
- Seafood industry
- Free Black communities
- 18\textsuperscript{th} century trade and associated architecture (especially Upper Shore)
- Chesapeake Bay resorts (Upper Shore)
- Victorian architecture (especially Lower Shore)
- Ocean resorts (Lower Shore)

\textbf{What We Heard}

- Post-Civil War African American heritage should be better researched, preserved and interpreted, including histories of conflict and struggle (e.g. lynchings, Civil Rights, etc.)

- Cultural traditions (e.g. Native American, African American, watermen) are particularly under threat from changing economies, land/water use and demographics, as well as fragmentation of communities
Eastern Shore Network

[add map of Heritage Areas, Scenic Byways, Main Streets, Certified Local Governments, history and heritage museums and institutions, universities (as appropriate), historical societies, Archeology Society of Maryland chapters, etc.]
Eastern Shore: What We Heard

**Overall**
- Preservation is a luxury for those who can afford it - loss of modest, vernacular architecture, loss in lower-income areas
- Opportunities for greater partnerships exist, especially among African American heritage groups
- Need better planning to preserve regional character, coherent strategy for wayfinding and community gateways

**Lower Shore**
- Rising sea levels and coastal erosion
- Loss of Native American landscapes and archeological sites
- Despite wealth of resources and institutions, network does not adequately support heritage education and tourism, especially smaller organizations

**Upper Shore**
- Loss of agricultural landscapes (e.g. solar farm encroachment)
Eastern Shore: 
Regional Goals and Objectives

- **Connect (Goal 1)** Objective: Enhance opportunities for local residents – particularly youth – to experience and learn local heritage.
  - Local groups: develop oral history programs utilizing younger people, particularly related to African American heritage

- **Improve (Goal 2)** Objective: Expand outreach and training programs to increase participation in and knowledge of preservation.
  - MHT, MAHDC: increase outreach efforts for existing programs (ex. tax credits, commission trainings)
  - PM: build on existing partnerships to enhance access to resources in rural communities
  - MHT, MEMA, local governments, others: develop local training opportunities for flood mitigation and planning
Eastern Shore: Regional Goals and Objectives

- **Update** (Goal 3) Objective: Research and document communities, historic properties and cultural sites significant to post Civil War African American heritage.
  - MHT, MCAAHC, local groups: collaborate to prioritize areas for research and seek funding for documentation

- **Update** (Goal 3) Objective: Research and document historic properties, archeological sites and cultural heritage threatened by climate change.
  - MHT, local governments: collaborate to prioritize areas for research and seek funding for documentation

- **Update** (Goal 3) Objective: Research and document historic properties and cultural sites significant to agricultural heritage.
  - MHT, local governments: participate in documentation of large-scale landscapes, particularly those threatened by development
Eastern Shore:  
Regional Goals and Objectives

- **Strengthen (Goal 4)** Objective: Explore opportunities to create regional networks and enhance existing networks.
  - Eastern Shore Network for Change, local groups: create a regional network for African American heritage preservation and interpretation
  - Lower Eastern Shore Heritage Area: coordinate opportunities, information-sharing and marketing with smaller organizations

- **Strengthen (Goal 4)** Objective: Ensure inclusion of Native American interests in networks and preservation strategies.
  - MHT, MHAA, MCIA, Heritage Areas, local groups: Host at least one regional meeting to define ways to improve partnership and collaboration
Eastern Shore:  
*Regional Goals and Objectives*

- **Collaborate** (Goal 5) Objective: Protect and enhance regional character by revitalizing historic towns, enhancing gateways, and incentivizing new development within already-developed areas.
  - MDP, MHT: develop technical assistance (case studies, guidance documents) for protecting and enhancing gateways
  - MHT, MDP, MAHDC: develop technical assistance (case studies, guidance documents) for documenting and protecting viewsheds
Southern Maryland Snapshot

[key topics and historic contexts listed below, will be detailed in final plan]

- Native American heritage
- Early European settlement
- Agricultural heritage (18th century to present)
- Maritime heritage
- Federal installations and facilities

What We Heard

- African American agricultural heritage and waterfront communities in the region should be researched, preserved and interpreted. (ex. George Brice house, Highland Beach)

- Recreational heritage (e.g., summer camps and Bay beach resorts) could serve as a focus for expanded recreational and interpretative efforts.
Southern Maryland Network

[add map of Heritage Areas, Scenic Byways, Main Streets, Certified Local Governments, history and heritage museums and institutions, universities (as appropriate), historical societies, Archeology Society of Maryland chapters, etc.]
Southern Maryland: *What We Heard*

- Need for careful planning and development review to protect what makes the region’s character special, including archeological sites.
- Rising sea levels and coastal erosion endanger archeological sites and communities.
- Loss of historic and rural roads, loss of viewsheds and vistas (from land and water) changing sense of place.
- Concern about water access and gentrification of waterfront communities, especially former African American beaches (especially southern Anne Arundel).
- Development pressures on agricultural landscape around small towns leading to loss of rural character.
- Demolition and demolition by neglect – especially loss of modest, vernacular structures.
- Lower Potomac Corridor: need common interpretive strategy for nationally significant byways and trails.
Southern Maryland: 
*Regional Goals and Objectives*

- **Connect (Goal 1)** Objective: Enhance opportunities for local residents – particularly youth – to experience and learn local heritage.
  - Local groups: develop oral history programs utilizing younger people, particularly related to African American heritage
  - MHT, Chesapeake Conservancy: produce online interpretation and paddling maps to enhance visitor experience of Mallows Bay

- **Improve (Goal 2)** Objective: Expand outreach and training programs to increase participation in and knowledge of preservation.
  - MHT, MAHDC: increase outreach efforts for existing programs (ex. tax credits, commission trainings)
  - PM: build on existing partnerships to enhance access to resources in rural communities
  - MHT, MEMA, local governments, others: develop local training opportunities for flood mitigation and planning
Southern Maryland: 
*Regional Goals and Objectives*

- **Update (Goal 3)** Objective: Research and document historic properties, archeological sites and cultural heritage threatened by climate change.
  - MHT, local governments: collaborate to prioritize areas for research and seek funding for documentation

- **Update (Goal 3)** Objective: Research and document historic properties and cultural sites significant to recreational heritage.
  - MHT, local governments: develop multi-county project to document summer camps
  - MHT, local governments: collaborate on documentation of Bay beach resorts and waterfront communities
  - MHT, DNR: conduct surveys and complete documentation in State parks
Southern Maryland: 
*Regional Goals and Objectives*

- **Update (Goal 3)** Objective: Research and document historic properties and cultural sites significant to agricultural heritage.
  - MHT, local governments: collaborate to prioritize areas for research and seek funding for documentation

- **Strengthen (Goal 4)** Objective: Ensure inclusion of Native American interests in networks and preservation strategies.
  - MHT, MHAA, MCIA, Heritage Areas, local groups: Host at least one regional meeting to define ways to improve partnership and collaboration, including the interpretation of Fort Zekiah
  - MHT, MHAA, MCIA, Heritage Areas, local groups: Promote the implementation of “Through Piscataway Eyes”
Southern Maryland:  
**Regional Goals and Objectives**

- **Collaborate** (Goal 5) Objective: Enhance the ability of historic preservation and heritage tourism to promote public health and education.
  - MHT, NOAA, Charles County, others: partner to encourage visitation and to develop an effective management strategy for Mallows Bay

- **Collaborate** (Goal 5) Objective: Identify and pursue opportunities to protect and enhance the rural character of the region.
  - PM, local partners: evaluate options for a barn rehabilitation and restoration program
  - MHT, MDOT SHA, MDP: develop technical assistance (case studies, guidance documents) for protecting and enhancing historic roads
  - MHT, MDP, MAHDC: develop technical assistance (case studies, guidance documents) for documenting and protecting viewsheds
Appendices

[TO BE ADDED:
LIST OF STRATEGIES BY KEY AGENCY/ORGANIZATION
DIRECTORY OF KEY AGENCIES AND ORGANIZATIONS REFERENCED IN THIS DOCUMENT]
Questions?

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