

Revised Draft

Patapsco Heritage Area Management Plan

March 2014 Revised



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Acronyms

AIP	annual interpretive plan
CADVC	Center for Art, Design and Visual Culture (at CCBC)
CCA	community conservation area (Baltimore County)
CCC	Civilian Conservation Corps
CCBC	Community College of Baltimore County
CEA	community enhancement area (Baltimore County)
CHA	certified heritage area
CIP	comprehensive interpretive plan
CRUSA	Capital Region USA
ECHDP	Ellicott City Historic District Partnership
EPS	Department of Environmental Protection and Sustainability (Baltimore County)
FIP	Façade Improvement Program (Ellicott City)
FPVHG	Friends of Patapsco Valley Heritage Greenway
HCTP	Howard County Office of Tourism and Promotion (Visit Howard County)
HDC	Historic District Commission (Howard County)
HEC	Historic Ellicott City
HES	Historic Environmental Settings
LPC	Landmarks Preservation Commission (Baltimore County)
MBSS	Maryland Biological Stream Survey
MD DHCD	Maryland Department of Housing and Community Development
MD DNR	Maryland Department of Natural Resources
MD DOE	Maryland Department of the Environment
MHAA	Maryland Heritage Areas Authority
MHT	Maryland Historical Trust
MOTD	Maryland Office of Tourism Development
MTA	Maryland Transit Administration
MTC	Maryland Tourism Council
NPS	National Park Service
NTHP	National Trust for Historic Preservation
PAHB	Performing Arts and Humanities Building (PAHB)
PFA	Priority Funding Area
PHA	Patapsco Heritage Area
PHG	Patapsco Heritage Greenway, Inc.
PVSP	Patapsco Valley State Park
RECONS	Patapsco Stream Reconnaissance Program
RHA	recognized heritage area
TMDL	total maximum daily load
UMBC	University of Maryland Baltimore County

PATAPSCO HERITAGE AREA MANAGEMENT PLAN – Acronyms

URDL	Urban Rural Demarcation Line (Baltimore County)
USCHT	U.S. Cultural and Heritage Tourism Marketing Council
USTA	U.S. Travel Association
WQA	Water Quality Assessment
WSSC	Washington Suburban Sanitary Commission

1 Background

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1. Background

1.1 Introduction

For over 200 years, the Patapsco Valley has been the focal point for historical events and scientific advances that have transformed Maryland and the nation. At the heart of the valley's history is a scenic river that in its most constructive form has united communities, commerce, industry, and recreation. The river has also continually challenged the valley's inhabitants to find ways to accommodate its unpredictable, untamed nature. By attempting to adapt the power generated by the river to their advantage, early valley residents created a unique and significant community that has evolved into an extraordinary historical, natural, and recreational area.

Beginning in 1995, the Patapsco Heritage Greenway Committee sought to preserve and interpret the resources of the valley, from Ellicott City and Oella to Elkridge. These resources tell a wide-ranging story that includes the nation's first railroad, numerous mills that harnessed the power of the river, and ravages of floods when that power could not be contained. The area, at one time, embodied the driving force behind the beginning of America's Industrial Revolution. The towns stretching along the valley from Ellicott City to Elkridge are rich with sights and stories of that era.

The valley also has its share of stories related to our country's social history. The area was home to several generations of the prominent Ellicott family, who introduced a wide array of agricultural and industrial innovations to the region. It was also the birthplace of Benjamin Banneker, the first African man of science, who was born in Oella in 1731. Because much of the history of the valley is contained within beautiful natural surroundings, the area offers outstanding recreational opportunities while presenting the challenge of continued environmental protection and stewardship.

For all of these reasons, the Patapsco Heritage Greenway Committee acted in 1997 to become a designated state heritage area through the Maryland Heritage Areas Program.

1.2 Maryland Heritage Areas Program

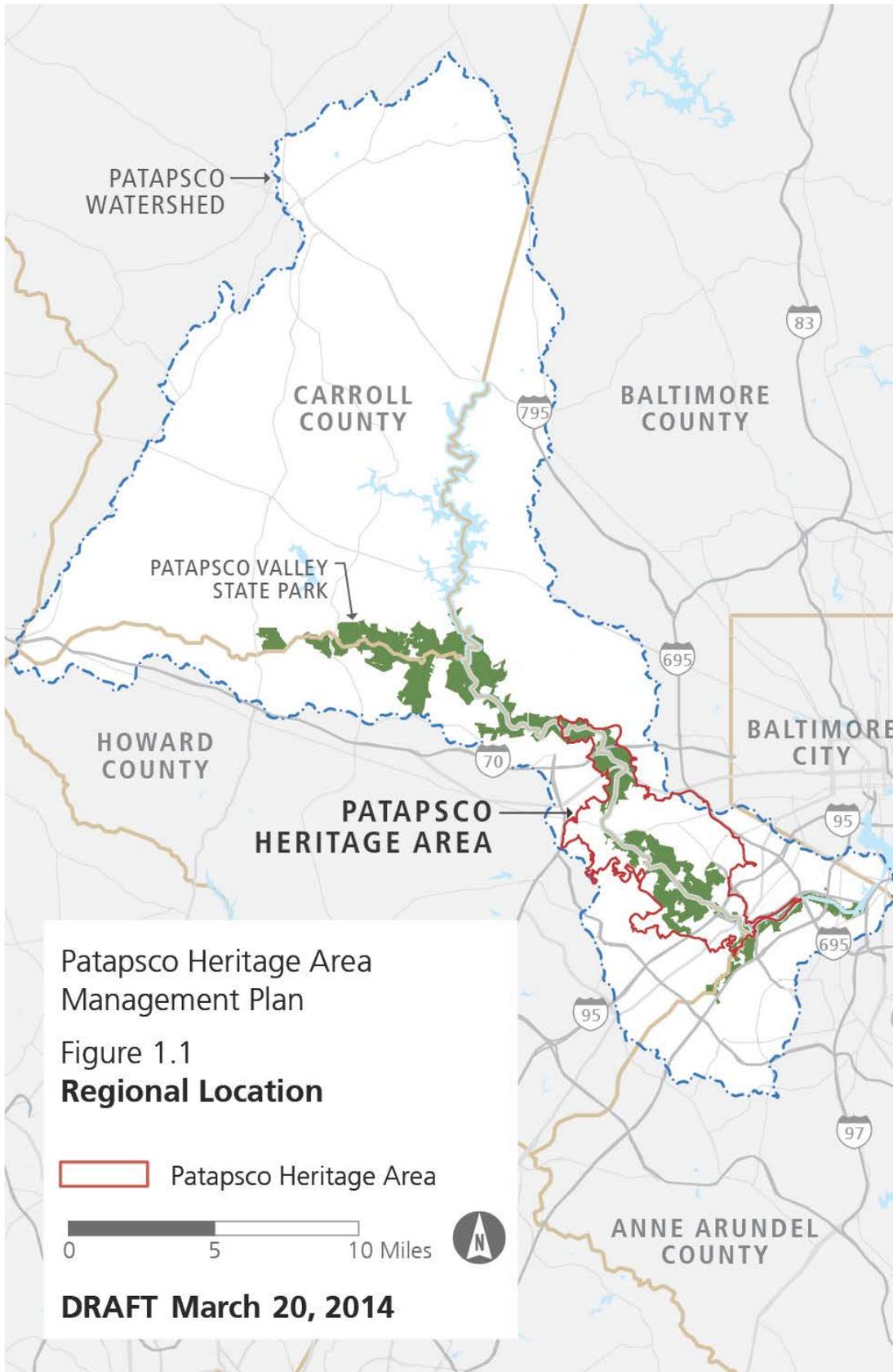
In 1996, with the signing of House Bill I, Maryland launched its heritage areas program. Administered by the Maryland Heritage Areas Authority, the program is designed as a partnership between state agencies and communities to optimize the appeal of the state's distinctive regions as heritage tourism experiences. The Maryland Heritage Areas Program supports heritage-rich communities in their efforts to promote tourism development, economic growth, preservation and conservation. The program has been a pioneer and leader in state heritage areas initiatives, honored in 2006 with a Preserve America Presidential Award. The Maryland Heritage Areas Authority (MHAA) governs the program. It is an independent unit within the executive branch of state government, and is administered by the Maryland Historic Trust, an agency of the Maryland Department of Planning. MHAA includes representatives from nine state agencies and ten members with expertise in heritage-related fields who are appointed by the

governor. A recently completed strategic plan (MHAA 2009) outlines actions designed to more intensely focus the Maryland Heritage Areas Program so that it can better manage and sustain the system of state heritage areas.

Maryland state heritage areas are locally designated and state certified regions where public and private partners make commitments to preserving historic, cultural, and natural resources for sustainable economic development through heritage tourism. They are defined by a distinct focus or theme and exhibit tangible evidence of the area’s heritage in historic buildings and districts, archeological sites, cultural traditions, singular natural landscapes, as well as other resources such as museums, parks, and traditional ways of life. Once certified by MHAA, a heritage area becomes eligible for broad program support from state government as well as for matching grants for operating assistance, for marketing activities, and for planning, design, interpretation, and programming. Currently, there are 12 certified heritage areas in the state.

Goals of the Maryland Heritage Areas Program *(from the MHAA Strategic Plan 2009)*

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



There is a two-step process involved in becoming a certified heritage area. The first is for the community to apply to MHAA to become a recognized heritage area. Once that has been accomplished, the community is eligible for matching funds from MHAA and local entities to prepare a management plan that will establish the visions/goals, programs, actions, and implementing procedures that would be enacted within the heritage area to enhance stewardship of its resources and promote public enjoyment of those resources. With MHAA's approval of the management plan, the area can then become a certified heritage area. With this achievement, the area would be eligible for a variety of financial benefits, including matching grants, loans, and tax credits, as well as technical assistance support from the state.

In the fall of 1997, the Patapsco Heritage Greenway Committee achieved designation of the Patapsco Heritage Greenway as a recognized heritage area in the state of Maryland.

1.3 Patapsco Heritage Area Management Plan

To become certified as a state heritage area, the next step for the Patapsco Heritage Greenway, Inc. is to prepare a management plan for the recognized heritage area. This plan must meet the requirements of the Maryland Heritage Areas Program and must be adopted by Baltimore County and Howard County as amendments to their comprehensive plans. The purpose of the management plan is threefold:

- to provide a strategic action blueprint for coordinating the many collaborative efforts required to develop a successful heritage area
- to enable the key stakeholders to reach consensus on the roles each will play in implementation of the management plan
- to determine the optimum investment of public resources necessary to trigger the significant private commitments of dollars, energy, and programmatic support that will make the heritage area sustainable over time

In the summer of 2013, the Patapsco Heritage Greenway, Inc., (PHG) as the management entity for the recognized heritage area initiated work on the management plan. Since that time PHG has involved the public in numerous activities and events to encourage public participation in the planning process and has completed technical studies needed to develop the required elements of the management plan. The resulting new management plan for the Patapsco Heritage Area is designed to achieve management consistency between the MHAA program and the heritage area. MHAA is recognized as one of the heritage area's key partners. The plan incorporates all actions required for management entities in the MHAA's new strategic plan (MHAA 2009). Management actions explicitly address stewardship of resources in the four categories identified by the state heritage areas program: historic resources, cultural resources, archeological resources, and natural resources. Management actions explicitly address state requirements for heritage area planning and evaluation.

Ten Core Components of a Successful Heritage Area

1. a strong focus or theme(s) that makes the heritage area different or distinctive from the areas that surround it or that are nearby
2. evidence of the area's heritage – its historic buildings, structures, districts, distinctive cultural and/or natural landscapes, as well as museums and living resources
3. enthusiastic and able local leadership – preferably with a significant civic or community based level of involvement, priority placed on public outreach, and a good working relationship with the local media
4. visitor services – accommodations, eating and drinking establishments, shopping, and recreational attractions such as golf, tennis, boating, etc.
5. ease of accessibility – visitors are able to move about easily, whether by automobile, bicycle, foot, rail, or boat as appropriate
6. interpretive structure and programs – visitors are easily able to find the major stories of how the area's heritage came to happen and why it is important in Maryland and the nation's development
7. economic development – a viable economy which recognizes the value of the area's heritage resources
8. sustainability – made possible by leveraging public dollars to create value, spark private investment and motivate local leadership
9. vision – that captures the imagination and commitment of many people, especially local leaders who have the drive, passion, capabilities, and resources to make it happen
10. management – a strong, effective professionally staff management organization that orchestrates the collaborations involved, actively brokers resources, and otherwise sees to the implementation of the vision embodied in the management plan

Following approval of this new heritage area management plan, it will become the approved management action plan (MAP) for the state certified Patapsco Heritage Area (previously called the Patapsco Heritage Greenway).

1.4 Patapsco Heritage Area Boundary

The Patapsco Heritage Area includes approximately 24.6 square miles (figure 1.2). The heritage area boundary reflects the five boundary definition criteria recommended for consideration by the Maryland Heritage Areas Program (see appendix B).

The primary components of the Patapsco Heritage Area are the places in the Patapsco Valley where its natural resources supported industrial development along the Patapsco River in the 18th and 19th centuries, the communities that developed as a result of industrial development, the adjoining rural lands that supported those communities, and the travel routes that connected the Patapsco Valley to Baltimore and its port.

- the **Patapsco River gorge**, extending from below Elkridge to upstream of the historic community of Daniels and encompassing the remains of the many industrial enterprises that flourished during the heritage area’s period of significance
- the **Patapsco River’s tributary stream valleys** draining into the Patapsco Valley gorge
- the historic communities of **Elkridge, Ellicott City, Oella, Relay, Avalon, and Daniels**, including the places where the valley’s business owners, workers, and their families lived
- the historic communities of **Catonsville and Lawyer’s Hill**, including the places settled early in the late 19th and early 20th centuries, as people moved west from the city of Baltimore along the National Road and the US 1 corridor
- the **Historic National Road (All American Road) corridor**, including the historic travel route along which raw materials needed for production were transported to the valley’s manufacturing facilities and along which its finished products were taken to Baltimore for sale and shipment around the world
- **other connecting travel route corridors** including the roads connecting historic communities with one another and to the river, and the historic B&O Railroad rail line

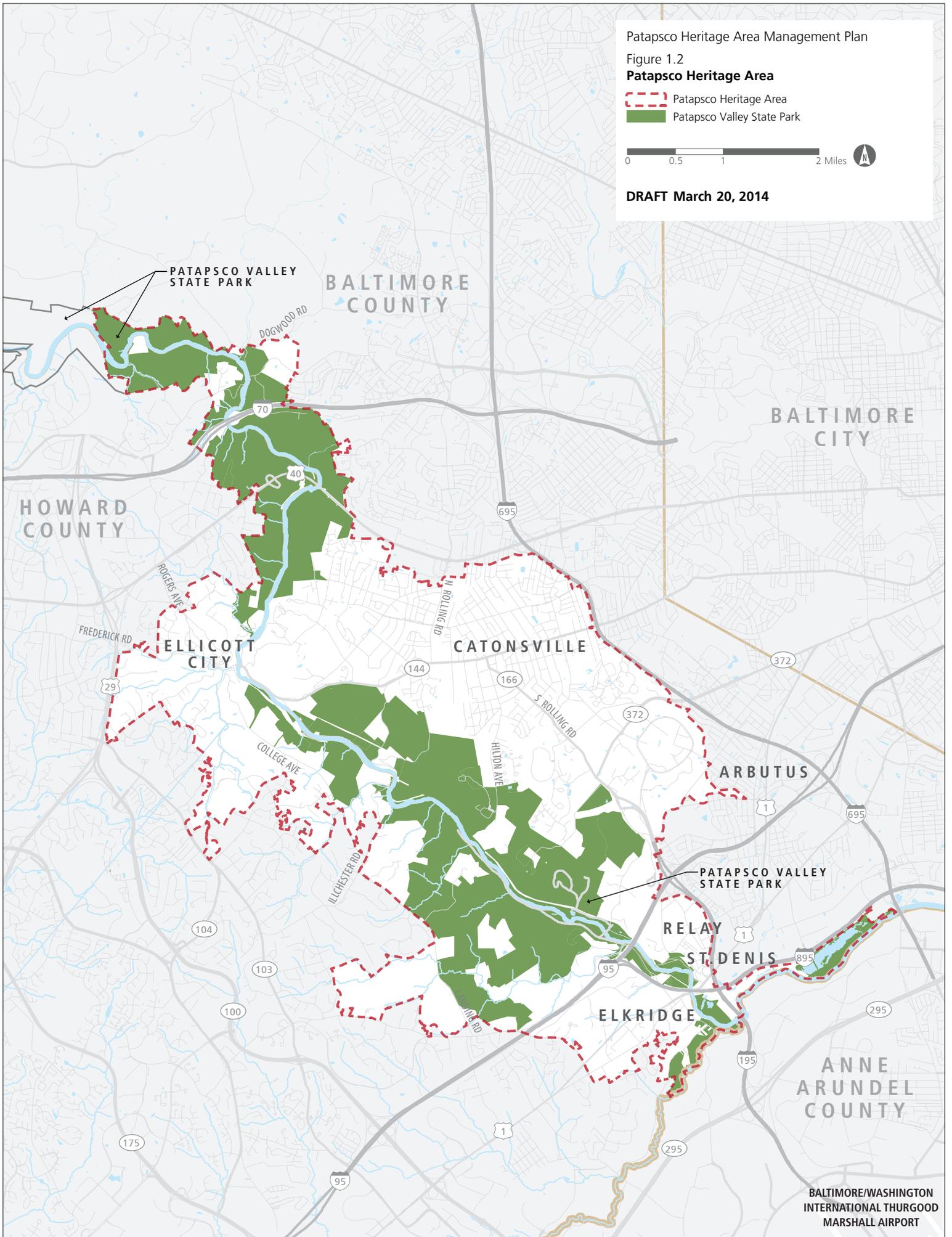
Figure 1.2

Patapsco Heritage Area

-  Patapsco Heritage Area
-  Patapsco Valley State Park



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- **adjoining lands of conservation interest**, including:
 - the remaining farmlands and forestlands that once supported the valley’s industrial enterprise and its historic communities, supplying needed food, timber, and other goods
 - areas of interest as additions to Patapsco Stream Valley Park representing a modern extension of early 20th century plans to establish a recreation and demonstration area for the Patapsco River Valley
 - areas recognized today as important natural resource lands that should be preserved for present and future generations, reflecting the contemporary evolution of the conservation tradition in the Patapsco Valley

Within these places, are significantly high concentrations of historical, cultural, and/or natural resources, which contribute to the historic significance of the heritage area. These resources already offer many heritage experiences to residents and visitors and have the potential to offer more and higher quality heritage experiences.

Through heritage area management, in collaboration with the heritage area’s partners, these experiences and the additional visitors they attract have the potential to beneficially impact the local quality of life for heritage area residents. Future stewardship investments made possible through the heritage areas program will support needed preservation and conservation throughout the heritage area, consistent with the goals of local governments as expressed in existing community plans.

Most of the historic communities are the focus of revitalization efforts by Howard County, Baltimore County, and/or the Maryland Department of Housing and Community Development. All have designated (or pending) historic districts at their core where existing preservation efforts by local government and/or private landowners are concentrated.

Outside of the historic communities, most of the lands in the gorge and along the tributary stream valleys are already protected. The state of Maryland recognized the natural resource value of the Patapsco River gorge in 1905 when it began acquiring land along the river and its tributaries to create what today is Patapsco Valley State Park. MD DNR has supported designation of the park as part of the recognized heritage area, and views participation in the heritage area program as a means of enhancing stewardship of the park’s natural and cultural resources while providing enhanced opportunities for visitors to experience those resources.

Other lands on the plateau above the gorge, outside of historic communities, generally include lands designated by Baltimore County, Howard County, and the state of Maryland as lands of conservation interest in local government plans and in state resource conservation programs.

Patapsco Heritage Area Management Plan

Figure 1.3

Existing Land Use

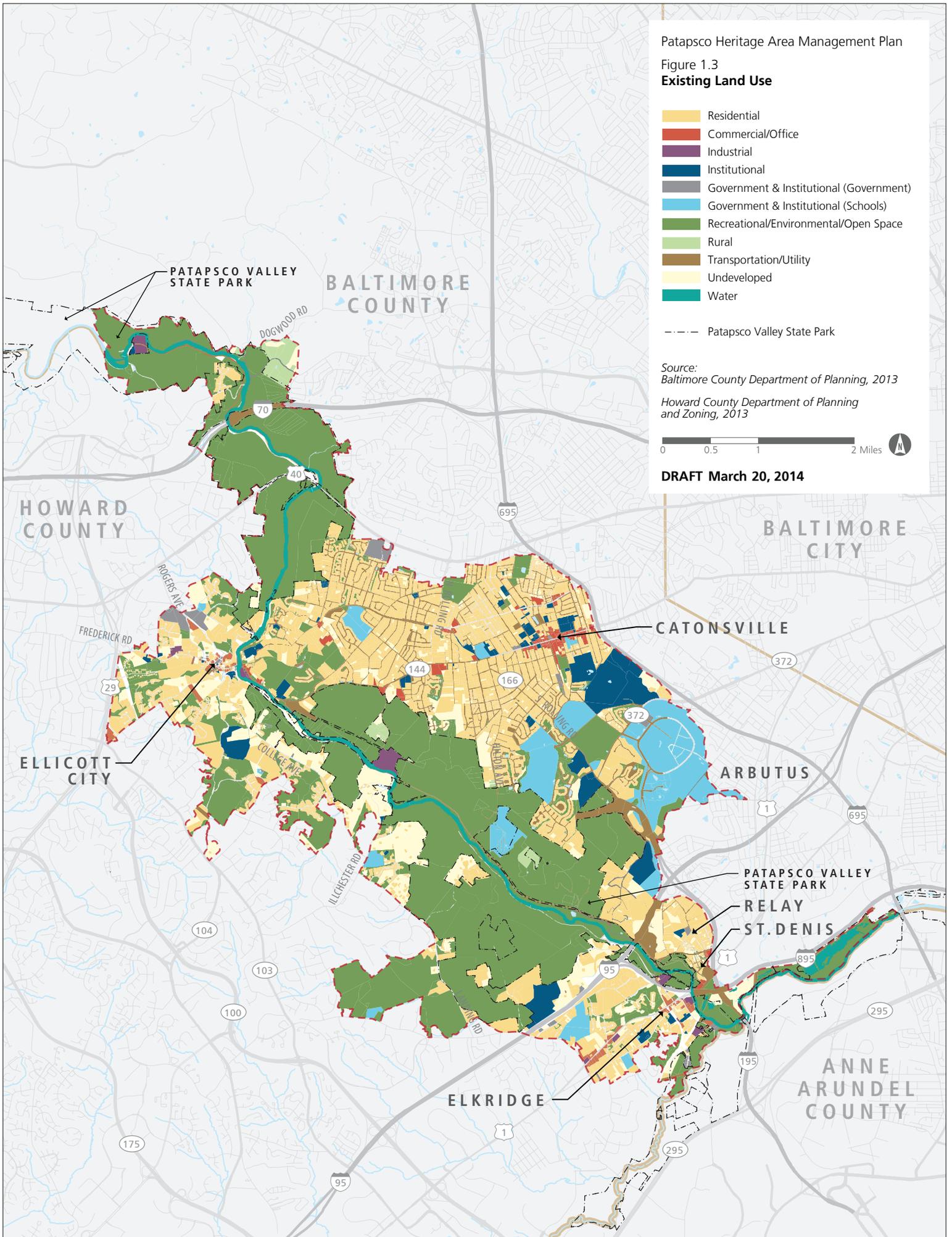
- Residential
- Commercial/Office
- Industrial
- Institutional
- Government & Institutional (Government)
- Government & Institutional (Schools)
- Recreational/Environmental/Open Space
- Rural
- Transportation/Utility
- Undeveloped
- Water

--- Patapsco Valley State Park

Source:
Baltimore County Department of Planning, 2013
Howard County Department of Planning
and Zoning, 2013



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The counties and state, as well as its non-profit partners and private landowners, have demonstrated support for conservation of these lands through acquisition of land and easements in these areas and efforts to support future additional acquisition now underway.

1.5 Accomplishments of the Patapsco Heritage Greenway, Inc., within the Heritage Area

In recent years the programs and events sponsored by the Patapsco Heritage Greenway, Inc. (PHG) within the heritage area have laid the foundation for a successful heritage area, providing a vision for what the heritage area can be, building partnerships with heritage sites, working with local governments on stewardship issues, educating the public about heritage area management issues and needs, working as stewards of the heritage area's resources, enhancing visitor services, improving access to and within the heritage area, and developing interpretive and orientation materials,

Telling the Story

The Patapsco River Valley – Cradle of the Industrial Revolution in Maryland

The Patapsco River Valley (Sharpe 2001) provides an overview of the valley's history and its role in the industrial revolution in Maryland. Focusing on the ten-mile stretch of the Patapsco River Valley from Elkridge to Union Dam, the book explores the valley's industrial history, beginning with tobacco and flour production in the mid-18th century and following the evolution of the iron, paper, and textile industries along the river through the mid-19th century. Research and findings provide an understanding of the valley's industrial history in the broader context of state and world events and help establish the valley's significance in America's industrial history. PHG, the Maryland Historical Trust, Celebration 2000, and others provided funds to support researching the valley's history, and writing and publishing the book.

Patapsco River Valley Heritage Interpretive Panels

Interpretive panels orient visitors to the valley's history at two heritage area gateways – the Howard County Welcome Center in Ellicott City and the Avalon Visitor Center in Patapsco Valley State Park. Panel themes include: First Inhabitants, Colonial Settlements, Ellicott's Mills, Revolutionary War, Maps, Avalon Iron and Nail Works, B&O Railroad, Bloede Dam, Maryland's First State Park, and Ages Play a Symphony of Sound. PHG provided funding for developing the panel themes, researching content, and fabrication. A third panel set is planned for installation at a location in Catonsville. Patapsco Valley State Park (MD DNR) provided some funding and technical support for development of the panels.

Patapsco River Valley Heritage Waysides

A self-guiding heritage auto tour highlights 15 historical and archeological sites in the Avalon, Glen Artney, and Orange Grove areas of Patapsco Valley State Park. Thirteen interpretive waysides tell the

valley's stories at sites along the Grist Mill Trail within the park, near the Thomas Isaac Log Cabin, the Howard County Welcome Center, the Catonsville Library, and the Furnace Inn in Elkridge. PHG worked closely with Patapsco Valley State Park and the Friends of Patapsco Valley State Park to develop and install the waysides.

National Road Interpretive Waysides

Heritage travelers interested in transportation can follow the Historic National Road (an All-America Road) through the heritage area along Frederick Road (MD 144). Five interpretive waysides tell the National Road story, located at the Catonsville Fire Station, Frederick Road and Montrose Avenue, Frederick Road and Oella (at the Patapsco River), Ellicott Station (B&O Railroad Museum), and Thomas Isaac Log Cabin. PHG assisted the Maryland National Road Association with developing the panels.

Civil War Trails Interpretive Waysides

Another way to tour the heritage area is to follow the Maryland Civil War Trail. This historic wayside program in Virginia, West Virginia, Maryland, and North Carolina identifies and interprets the great campaigns of the Civil War, as well as lesser-known Civil War places. The trail includes interpretive waysides and an online statewide driving tour. PHG assisted the National Park Service with developing Civil War waysides for seven Civil War sites in the Patapsco River Valley: Ellicott City Station (B&O Railroad Museum), Patapsco Female Institute, Tomas Isaac Log Cabin, Ellicott City Colored School, Elkridge Furnace Inn, Thomas Viaduct, and Catonsville Library.

Library of Congress Local Legacy Project

With assistance from PHG and the Maryland Historical Trust, folklorist Alison Kahn and photographer Peggy Fox completed an oral history project that recorded the cultural history of the Patapsco River Valley before the arrival of electricity, automobiles, and modern water and sewer facilities. The project involved interviews and portraits featuring 55 residents in four towns: Elkridge, Ellicott City, Oella, and Relay, documented in *Patapsco: Life along Maryland's Historic River Valley (Kahn 2008)*. The Library of Congress accepted the oral history project as a Local Legacy for inclusion in its Bicentennial Collection.

Local Legacy Story-Telling, Traveling Exhibit, and Story Circles

FPVHG and PHG has organized and hosted events to share with local communities the stories and portraits of the Library of Congress Local Legacy Project. Some interviewees told their stories publicly in Oella, Ellicott City, and Elkridge. A traveling exhibit of the "Portraits of the Patapsco" was developed and shown in various local and regional venues. In 2000, with funding from the Maryland Commission for Celebration 2000, the FPVHG and PHG began story circles, using volunteers who were trained by the Roadside Theatre, an entity known nationally for its work in helping communities collect their stories and create performances to enact those stories. Story circles were held in Elkridge, Dorsey, Catonsville, and Daniels. Since the initial work in 2000, PHG has continued to collect oral histories and to host local legacy story-telling at various events within the heritage area, such as Discover Daniels Day (see below).

Guided Walking Tours – Ellicott City

Periodically, PHG hosts guided walking tours. Visitors and residents learn about the history of Ellicott City and its watershed on Main Street guided tours.

Guided Nature and History Walks in Patapsco Valley State Park

PHG has sponsored “Greenway Guides”, a volunteer program of nature and history guided walks, and a partnership with the Mid Atlantic Hiking Group, a variety of guided hikes in Patapsco Valley State Park. PHG has also offered guided bird-watching hikes along the Grist Mill Trail. These guided walks are free for PHG members and educators from local colleges and public schools.

History Talks and Other Lectures

Lectures by historians, naturalists, and others provide opportunities for visitors and residents to understand the valley’s historic significance, its natural history, and the places where people have lived and worked. Recent lectures have featured Henry Sharp, speaking about the “Patapsco River Valley and the Industrial Revolution”, Charles Wagandt speaking about “Oella’s Renaissance Required Vision, Creativity, Patience and Determination”, PHG Board members speaking about “Why have a Greenway?”, and a presentation entitled, “Flood of 1972: A 40-Year Retrospective on Tropical Storm Agnes’ Deadly Impact on the Patapsco River Valley.” More informal history talks have occurred at Relay and the B&O Railroad Station in Ellicott City.

Traveling Exhibit

PHG frequently exhibits at special events in the valley, providing information about its mission, the valley’s heritage resources, and PHG’s historic preservation initiatives, interpretive programming, and environmental restoration programs. A set of panels and various brochures have been developed for this purpose. Typical events at which PHG exhibits include student learning fairs at Howard County Community College, the Howard County Greenfest, community service fairs at the University of Maryland Baltimore County (UMBC), and at school environmental fairs. In 2013 PHG exhibited at ten events in the watershed.

Benjamin Banneker Historical Park and Museum

Banneker Park highlights the contributions of Benjamin Banneker, the first African American man of science. PHG provided support and encouragement to Baltimore County Recreation and Parks and the Maryland Historic Trust to research and locate the archeological ruins of the Banneker homestead, followed by land acquisition and the development of a master plan and eventually the design and construction of the park and museum.

Special Event – Thomas Viaduct 175th Anniversary Celebration

(see following section)

Special Event – Discover Daniels Day

On Saturday, November 3, 2012, PHG hosted “Discover Daniels Day”, an event organized to share the Daniels town heritage with the community on the fortieth anniversary of the devastating flood of Tropical Storm Agnes in 1972. Approximately 400 people attended, participating in a full day of activities in multiple venues, for adults, families, and children, such as history talks, oral history storytelling, interpretive panels, ranger talks, live music, crafts, “old-fashioned” games, guided hikes, food, and water quality testing.

Special Event – Envision the Valley Public Forums

During 2013 PHG hosted several community events to provide the public with information about the heritage area and to seek public input regarding its future management. Discussions highlighted the valley’s historic significance, heritage resources, and stories. These events also sought public input regarding a vision for the valley – how local community residents felt about management issues related to historic preservation, land conservation, natural resource management, and tourism.

Special Event – Winter Feast

From 2001 through 2007, PHG sponsored “A Winter Feast”, to tell the stories of the Patapsco Valley and to connect people to its history. On a winter afternoon in Patapsco Valley State Park, volunteers cooked a feast over an open fire and visitors shared in the meal. The event began with the feast, followed by story-telling by older members of the community who recalled their winters in the valley. As a “talking stick” was passed, audience members also shared their own short oral histories.

Historic National Road All-American Road – Corridor Partnership Plan

PHG assisted with development of the 2001 management plan for the Historic National Road in Maryland. PHG attended meetings and wrote letters of support to establish the Historic National Road that traverses the Patapsco Valley connecting Baltimore to Ohio.

Protecting the Valley – Cultural Resources

Cultural Resources Inventory

PHG has assisted with documenting and presenting information and programs relating to the historic mill town of Daniels, B&O Railroad Station in Ellicott City, the Thomas Viaduct, the Relay House, and the historic homes of Lawyers Hill.

Historic Preservation

In recent years, PHG has advocated for the preservation of numerous historic structures in the heritage area, including the Thomas Viaduct, Bloede Dam, Thistle Mill, Union Dam, Patapsco Female Institute, Benjamin Banneker archeological sites, and granite walls in Ellicott City. Typically this was done by testifying and writing letters of support to Baltimore County or Howard County and to MD DNR. PHG's participation in a special task force addressing the proposed demolition of the Bloede Dam may result in at least partial preservation of the dam. PHG will continue to work with Patapsco Valley State Park (MD DNR) to encourage adequate interpretation of these historic sites.

Thomas Viaduct

PHG has recently coordinated efforts to support interpretation and rehabilitation of the Thomas Viaduct, a historic structure of national significance (listed on the *National Register of Historic Places*). In July 2010, PHG hosted an event at Patapsco Valley State Park to celebrate the viaduct's 175th anniversary, as a kick-off for a fundraising campaign for restoring the historic structure. A video was developed to show the step-by-step process used to build the viaduct.

PHG is currently partnering with Patapsco Valley State Park (MD DNR) to create a viewing area from which visitors can see the viaduct and read about its history.

Protecting the Valley – Natural Resources

For over ten years PHG has worked to protect natural resources in the Patapsco River watershed. Working with Baltimore County, Howard County, the state of Maryland, and various land conservation and environmental organizations, PHG has implemented several environmental programs focused on water quality management, forest management, and environmental education.

Lower Patapsco River Small Watershed Action Plan

The *Lower Patapsco River Small Watershed Action Plan* (Baltimore County 2012c) provides guidance on the restoration of the lower Patapsco watershed to assist Baltimore County and other organizations such as PHG and the Friends of Patapsco Valley State Park in moving forward with watershed restoration projects. The plan outlines a series of strategies for watershed restoration, describes management strategies for each of the sixteen subwatersheds with the lower Patapsco watershed, and identifies priority projects for implementation. PHG served on the project steering committee as a watershed partner to help develop the plan, assisting with conducting assessments, identifying restoration opportunities, and engaging the public.

Tiber Hudson Subwatershed Restoration Action Plan

The *Tiber Hudson Subwatershed Restoration Action Plan* (Center for Watershed Protection 2013) identifies and prioritizes specific projects to accomplish watershed and restoration objectives for the

Tiber Hudson subwatershed, one of five major tributaries to the Lower Patapsco. PHG secured funding for the plan from the Chesapeake Bay Trust. PHG volunteers, along with volunteers from Howard County Watershed Stewards Academy and other organizations, assisted with field assessments for implementing management or restoration practices at approximately 100 locations in the watershed.

Patapsco/Back River Tributary Team

The Patapsco/Back River Tributary Team, the state of Maryland, local government, and watershed groups, focused on the Patapsco River watershed, collaborated to form the Patapsco/Back River Tributary Team. The team's purpose is to provide a forum for groups interested in water resource management to meet with state and county water resource management agencies to identify water resource management issues and to devise appropriate responses. PHG is a team participant.

Patapsco Stream Reconnaissance Program (RECONS)

PHG conducts routine reconnaissance of the Patapsco River tributaries. These "recons" provide the basis for prioritizing PHG's stream restoration work. In Baltimore County the focus is on subwatersheds from Relay/Arbutus to just above Interstate 70 (Daniels). In Howard County the focus is on the Race Road area in Elkridge.

Stream Watch Program

Through PHG's Stream Watch Program, volunteers have adopted over 90 river sections and/or streams flowing into the Patapsco River. Volunteers regularly walk their section to collect and record information on the condition of the stream and stream bank, pollution, and/or potential restoration opportunities. Volunteers also remove trash from their adopted section on a quarterly basis, on an individual basis or through a PHG group stream clean-up (see below). PHG provides training and supplies in support of the program, collects and maintains the database, and uses information gained to prioritize and plan PHG stream cleanups, invasive plant removal, tree plantings, and other restoration projects, as appropriate.

Stream Cleanup Program

Since 2006, PHG has organized and conducted 244 group stream clean-ups throughout the Patapsco Valley. Approximately 8,447 volunteers have contributed 24,944 hours to collect and remove approximately 388 tons of trash from streams and floodplain areas along the Patapsco River and its tributaries in Baltimore County and Howard County. PHG routinely conducts on-the-job training for potential stream captain team members who assist with management of the events. Volunteers include the general public, PHG's stream watchers, school groups, business groups, prison crews from the Maryland Correctional Pre-Release Program, etc. School groups frequently are middle schoolers and community college students participating in a student service learning watershed project.

Table 1.1 PHG Environmental Program Accomplishments (2006 – 2013)

Stream Clean Ups	
Events	244
Volunteers	8,847
Volunteer Hours	22,480
Trash Removed	388 tons
Tree Plantings	
Volunteers	711
Volunteer Hours	2,391 hours
Trees Planted	463
Tree Maintenance	
Volunteers	364
Volunteer Hours	1,070 hours
Invasive Plant Removal	
Volunteers	970
Area Treated	5.51 ac
Plants Removed	18,104 lbs
Environmental Education Talks	
Talks	85
Participants	2,565
PHG Exhibits at Local Events	
Exhibits	59

Patapsco Heritage Greenway Mapping Project

PHG makes available to the public an easy to read, easy to use on-line mapping system, hosted on Google, to locate sites where PHG has sponsored stream clean ups, tree plantings, and tree maintenance. PHG secured funding for the mapping project from the Chesapeake Bay Trust.

Storm Drain Stenciling

Dumping into storm drains is a chronic source of contamination of the Patapsco River and its tributaries. PHG has launched a public education program to inform homeowners about storm drain dumping impacts, targeting areas identified in the *Tiber Hudson Subwatershed Restoration Action Plan* (Center for Watershed Protection 2013), the *Lower Patapsco River Small Watershed Action Plan* (Baltimore County 2012c), and other water resource management studies. The program consists of providing printed educational materials to households in targeted neighborhoods along with stenciling pavement at storm drains warning people not to dump wastewater into them. A program coordinator trains and supervises volunteers (many of whom are Eagle Scouts) who implement fieldwork. In 2013 approximately 20 volunteers stenciled 50 storm drains and distributed materials to 320 households.

Tree Plantings and Tree Maintenance

PHG is supporting various counties and the state of Maryland by planting trees as buffers along streams and river banks to reduce soil erosion and reduce nitrogen and phosphorous loads to the river. The very popular tree planting events have occurred along the Grist Mill Trail and in riparian areas, generally within 100 feet of the Patapsco River and its tributaries, on both public and private land. Approximately 500 trees have been planted by 700 volunteers who have contributed 2,400 hours of labor.

Maintenance of planted trees occurs routinely for three years following planting, to date involving almost 400 volunteers who have contributed approximately 1,100 hours of labor.

Invasive Species Removal – Garlic Mustard

Since 2004 PHG has focused on removing the invasive garlic mustard (*Alliaria petiolata*) from the Patapsco Valley, coordinating the efforts of volunteers to remove approximately 11 tons of the invasive plant from 393 sites within the valley. Much of this was accomplished through “the Garlic Mustard Challenge,” an annual event hosted by PHG from 2004 through 2012, which brought together volunteers for a work day in Patapsco Valley State Park. Approximately 70 to 100 volunteers enjoyed a day outdoors challenging one another to remove as much of the invasive garlic mustard as possible from areas of the park. Music, old fashioned games, and food using garlic mustard, prepared by chefs from local restaurants, created a festive atmosphere. Howard County provided environmental education programming. So popular was the event that it has become increasingly difficult to find large enough patches of the invasive plant to support a day’s work by so many volunteers. The event did not occur in 2013, but will be brought back if needed to remove new patches of garlic mustard if and when they develop. Because of the event’s popularity, PHG is considering hosting the same type of event for removal of other invasives.

Garlic mustard removal continues in association with many of PHG’s stream cleanups. Volunteers – typically elementary school age children – compete to remove the greatest weight of garlic mustard from areas along the river and its tributaries during stream cleanup events.

Invasive Species Removal – Other Initiatives

In partnership with Treesavers of Catonsville, PHG has coordinated volunteers to assist with removal of English Ivy from trees in the Catonsville area.

Environmental Education – Creek Scene Investigation

PHG recently initiated a creek scene investigation (CSI) program as a tool for gathering baseline water quality data and monitoring water quality trends for the Patapsco River’s tributary streams. Adults participating in the stream watch program (see above) receive training in identifying macro invertebrates and performing chemical testing for chlorine, copper, iron, hardness, nitrate, pH, phosphates, and temperature. Other interested members of the public can also receive training.

Training is free and limited to committed volunteers who agree to conduct at least two creek scene investigations in the lower Patapsco River watershed and to submit a report of their findings to PHG. Over time the data base will be used to monitor baseline conditions in tributary streams. If changes occur, PHG will further investigate with stream watch volunteers to identify possible sources of pollution, take action to restore unhealthy areas, or report pollution to the appropriate government authorities for action, as appropriate.

Environmental Education – Other Programs

Watershed Scavenger Hunts. PHG organizes and hosts watershed scavenger hunts for groups of all ages, held at schools and suitable sites within the Patapsco River watershed. The popular events encourage participants to think about natural resources in their community and heighten awareness of environmental issues in the community. PHG hosted six scavenger hunts in 2013.

Coloring Book. A coloring book – in both English and Spanish – encourages children to “become a Patapsco River watcher.” PHG designed and printed the coloring book for distribution to children participating in its environmental programs. PHG also occasionally hands out the coloring book to children visiting Patapsco Valley State Park during summer months.

Rain Barrel and Rain Garden Workshops. In cooperation with the Master Gardener State Program (sponsored by the University of Maryland Cooperative Extension Service), PHG offers educational workshops for the public providing information about using rain barrels to collect and reuse water flowing from rooftops, to reduce runoff and keep pollutants from entering streams.

Enjoying the valley – Recreation Experiences

Grist Mill Trail Improvements

In 2003, improvements to the Grist Mill Trail have included enhancements to make the trail accessible to residents and visitors with handicaps in the section from the swinging bridge (in the Avalon area) to Lost Lake. PHG assisted Patapsco Valley State Park (MD DNR) with the enhancement.

In 2006, a new pedestrian bridge was built over the Patapsco River, completing the 1.25 mile Grist Mill Trail Extension. PHG assisted Patapsco Valley State Park (MD DNR) with the enhancement.

Patapsco Heritage Trail Map

PHG makes available for residents and visitors a map of the Patapsco Heritage Trail for biking and hiking from Ellicott City to the BWI Trail. Design services for the 2008 map update were provided by students at the UMBC Department of Geography and Environmental Systems.

Guided Bike Tours

PHG volunteers frequently offer guided bike tours along the Patapsco Heritage Trail in Patapsco Valley State Park. Guided walks are free for PHG members.

Guided Kayak Tours

Occasionally PHG volunteers offer guided kayak tours on the Patapsco River. Guided kayak tours are free for PHG members.

Frederick Road Bike Lanes

PHG successfully advocated for development of safe bike lanes along both sides of Frederick Road, extending from River Road in Catonsville to the Patapsco River Bridge in Ellicott City. PHG also assisted the Maryland Department of Transportation with planning and design of the bike lanes.

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2 Vision, Mission Goals and Objectives

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2. Vision, Mission, Goals and Objectives

2.1 Vision

Visioning is a process by which a heritage area envisions its desired future and plans how to achieve it. A vision is the overall image of what the heritage area wants to be and how it wants to look at some point in the future. A vision statement is the formal expression of that vision; it depicts in words and images what the heritage area is striving to achieve. The vision statement is the starting point for the creation and implementation of a heritage area management plan.

The vision statement for the Patapsco Heritage Area is:

Overview

In 2025, the Patapsco Heritage Area lies at the heart of a network of protected lands along the Patapsco River representative of Maryland's Piedmont forest and industrial heritage. Natural processes, natural beauty, and history combine to create a unique opportunity for neighboring residents and visitors from across the state and beyond, to understand and enjoy Maryland's most dramatic river valley. Through the efforts of many partners, the public appreciates the significance of the valley's heritage, understands its history, and enjoys the experiences it has to offer.

Natural Resources

The valley's natural resources – once exploited during the industrialization of America – are recovering. The valley is an oasis of forest in central Maryland, returning to a more natural state following years of industrial uses. Within the valley, the forest supports diverse plants and wildlife native to the Maryland Piedmont. The Patapsco River, once harnessed for its power by over two dozen dams, runs largely free-flowing. Its waters and tributaries are unimpaired by man-induced pollutants and support a productive aquatic ecosystem. Resources are available to support restoration and sustain management of natural resources within the Patapsco Valley State Park, which lies at the heart of the valley.

Historic Resources

Reminders of the past tell the stories of former life in the Patapsco Valley. A wealth of hidden, historically significant, abandoned places – some in ruins and some stabilized and rehabilitated—evoke a feeling for where people worked and lived during the late 18th and 19th centuries, supplying finished goods – iron, textiles, paper, and flour – to the growing nation and to the world. Within the heritage communities that adjoin the valley, are historic neighborhoods and places once home to businesses, institutions, and workers that supported the valley's

industrial enterprise. Creative partnerships have made it possible to stabilize, rehabilitate, or restore the most significant of these historic resources.

Scenic Resources

The heritage area's setting inspires visitors in many ways. From overlooks, trails, and the river's edge there are wonderful views of natural lands. The lack of modern intrusions adds to the drama of the Patapsco Valley's scenery and creates an out-of-time experience and appreciation for the unique natural beauty.

Visitor Experience

Visitors to the heritage area, from both nearby local communities and faraway places, enjoy the many quality experiences it has to offer. They explore history in the valley and its surrounding heritage communities. They enjoy the outdoors through a variety of recreation experiences, and spend time with family and friends in a peaceful setting. Welcoming, yet unobtrusive, facilities and services enhance visitors' experiences. Their design and location are of minimal impact to the valley's natural and historic resources. Integrated visitor programs and interpretive media, made possible through the collaborative efforts of heritage partners, ensure that the Patapsco Valley's stories are presented in a unified fashion. The materials provide an understanding of the significance the valley holds as a cradle of America's industrial revolution for both the State and the nation. As visitors stop at various heritage attractions they learn about other places of interest and programs available throughout the heritage area.

Economic Benefits to the Heritage Area

Visitors bring a boost to the local economy, creating opportunities for small business development, job growth, and a stronger tax base. Tourism marketing efforts showcase the significant heritage resources of the Patapsco Heritage Area and position it as a viable destination. A unified heritage tourism experience encourages residents to vacation at home, entices visitors to stay longer, and motivates all to return more often.

Partnerships

The collaboration of many heritage partners enables the vision for the valley to flourish and succeed. With coordination from the Patapsco Heritage Greenway providing the "glue," a unified and viable heritage tourism product is in place. Support from a diverse set of partners – public, private, and non-profit-- furnish the financial resources and technical assistance critical to accomplishing the shared mission.

Local government growth management policies, revitalization programs, natural resource conservation, and historic preservation policies and programs lend support to heritage area goals.

Local residents understand and appreciate the significance of the Patapsco Valley’s certification as a Maryland heritage. They are proud to live within or near it and help showcase its stories. Heritage area partners organize and sponsor popular volunteer programs and all ages participate in meaningful way to benefit resources and visitors.

2.2 Mission

A **mission statement** is an expression of an organization’s purpose. It provides a guiding set of ideas that is articulated, understood, and supported by all individuals upon which an organization depends for its success.

The mission of the Patapsco Heritage Greenway, Inc. (PHG) is:

“The Patapsco Heritage Greenway, Inc. (PHG) is dedicated to preserving, protecting, interpreting and restoring the environment, history and culture of the Patapsco Valley between Daniels and Elkridge, Maryland.”

2.3 Goals and Objectives

Goals are high level-planning targets that a plan is intended to achieve. The management plan includes five strategic goals intended to frame management actions that will accomplish the vision for the heritage area:

1. **Stewardship** – *Promote and facilitate stewardship of heritage resources to support interpretation and appreciation of the history of the Patapsco Valley, enhance the quality of life for residents, and ensure a high quality visitor experience.*
2. **Interpretation** – *Provide heritage experiences for visitors focused on interpreting the Patapsco Valley vital importance in Maryland’s industrial revolution and its role in Maryland’s evolving resource stewardship ethic.*
3. **Heritage Tourism** – *Increase the economic benefits of heritage tourism in the Patapsco Valley.*
4. **Recreation** – *Offer residents and visitors opportunities to explore and learn about the heritage area through a variety of quality recreation experiences.*
5. **Management** – *Assure a strong, sustainable organization for the Patapsco Heritage Area.*

Objectives are the measurable results that combine to achieve a goal. These are usually concrete and trackable and have associated actions with specific timelines. Each of the five heritage area goals has a set of related actions, as follows:

1. Stewardship

Promote and facilitate stewardship of heritage resources to support interpretation and appreciation of the history of the Patapsco Valley, enhance the quality of life for residents, and ensure a high quality visitor experience.

Objective 1.1 Public Appreciation of Heritage Resources

Increase public appreciation of the valley’s heritage resources and the needs and benefits of preserving historic, cultural, archeological, and natural resources.

Objective 1.2 Historic Preservation

Promote and facilitate preservation of the historic resources that are fundamental or otherwise important to the heritage area.

Objective 1.3 Cultural Resource Preservation

Promote and facilitate preservation of cultural resources that are important to sustaining the heritage area’s regional identity.

Objective 1.4 Archeological Resource Conservation and Stewardship

Promote and facilitate conservation of the heritage area’s archeological resources.

Objective 1.5 Natural Resource Protection and Conservation

Promote and facilitate conservation of the heritage area’s natural resources.

2. Interpretation

Provide heritage experiences for visitors focused on interpreting the Patapsco Valley as the cradle of Maryland’s industrial revolution.

Objective 2.1 Comprehensive Interpretive Planning

Implement an interpretive planning process that provides a framework for telling the heritage area’s story. Involve the public on an on-going basis, including subject-matter experts to incorporate new scholarship, and heritage partners and stakeholders as important participants.

Objective 2.2 Unified Presentation of the Patapsco Valley’s Stories

Lead collaborative efforts to present the stories of the Patapsco Valley’s contributions to national history in ways that invite engagement and raise the valley’s profile as a place of state and national significance.

Objective 2.3 Interpretive Messaging and Materials

Convey the Patapsco Valley's stories through a variety of interpretive media.

Objective 2.4 Programs and Events

Provide visitor experiences and interpretive programming that assist residents and visitors with understanding the heritage area's significance and stories within the context of its interpretive framework.

Objective 2.5 Education

Promote teaching American history to residents and visitors of all ages using the Patapsco Valley's cultural heritage resources.

Objective 2.6 Research

Broaden the scope of subjects available for interpretation and generally enhance the heritage area's interpretive effort through data collection and new historic research.

3. Heritage Tourism Development

Increase the economic benefits of heritage tourism in the Patapsco Valley.

Objective 3.1 Building Visibility and Growing Audiences

Attract residents and visitors to experience the Patapsco Valley's heritage by marketing the heritage area as a destination that showcases its unique and significant historical, cultural, and natural resources.

Objective 3.2 Orientation and Wayfinding

Guide visitors and residents as they explore the heritage area using orientation, wayfinding, and interpretive media that provide consistent messaging and branding.

Objective 3.3 Heritage Experiences in Heritage Communities

Enhance visitor services throughout the heritage area that support positive experiences for visitors structured around the interpretive framework.

4. Heritage Recreation

Offer residents and visitors opportunities to explore and learn about the heritage area through a variety of quality recreation experiences.

Objective 4.1 Heritage Recreation Experiences at Public Parks

Collaborate with heritage partners to enhance opportunities for quality heritage recreation experiences in public parks.

Objective 4.2 Trail-Based Heritage Recreation Experiences

Collaborate with heritage partners to develop trails linking interpretive sites in the Patapsco Valley and its heritage communities while respecting the ecosystems in the valley.

5. Organizational Management

Assure a strong sustainable organization for the Patapsco Heritage Area.

Objective 5.1 Patapsco Heritage Greenway Organizational Management

Manage the Patapsco Heritage Greenway to effectively and sustainably support its mission.

Objective 5.2 Financial and Asset Management

Manage the finances and assets of the Patapsco Heritage Greenway in a responsible and accountable manner.

Objective 5.3 Funding

Develop a sustainable diversified range of financial resources for the Patapsco Heritage Greenway.

Objective 5.4 Partnerships

Work collaboratively with heritage partners to preserve heritage resources and strengthen local and regional economies through heritage-based initiatives.

Objective 5.5 Communications

Reach out to the heritage area's partners, stakeholders, residents, and visitors using a variety of media and techniques, broadening the scope of communications as programs grow.

Objective 5.6 Planning and Evaluation

Manage and routinely evaluate programs and activities in accordance with a long-term management framework designed to accomplish the Patapsco Heritage Greenways's mission.

3 Heritage Area Significance

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3. Heritage Area Significance

3.1 Overarching Significance Statement

The heritage area’s significance statements express why, within a national, statewide, and regional context, the heritage area’s resources and values are important enough to warrant heritage area certification. The overarching significance statement for the heritage area is as follows:

The Patapsco Valley’s overarching significance is associated with its vital importance in Maryland’s Industrial Revolution, followed by its role in the region’s evolving consciousness towards resource stewardship and regional planning to serve present and future generations.

3.2 The Valley as an Iconic Landscape of an Emerging Nation

The Patapsco Valley portrays the early history of an emerging nation. It serves as a reminder of conditions, opportunities, and hardships encountered when America began seeking its economic independence. Founded in 1733, Elk Ridge Landing initially linked the valley with Baltimore’s harbor and the Chesapeake Bay, from which products were shipped to destinations in Great Britain, Europe, and the southern hemisphere. Colonial plantations initially established along the banks of the Patapsco River, and subsequently on the river’s surrounding “high grounds,” produced tobacco – the valley’s early export crop. Farmers used a network of “rolling roads” to deliver tobacco in hogsheads to the river landing at Elk Ridge.

By the 1760s, the valley’s charcoal iron furnaces began producing iron. By the 1770s, grain crops, along with iron, began to replace tobacco exports. Grain processing required small water-powered grist mills along the Patapsco and its tributaries, whose locations gave shape to a growing network of roads, river crossings, and settlements. By the end of the 18th century, industrial enterprises were taking full advantage of the valley’s resources – its iron ore, granite, woodlands, and water power – and the valley’s evolving transportation network, to produce iron, paper and textiles.

Research by architectural historian Henry Sharp summarizes Ellicotts’ Mills and its potential national significance in stimulating what he calls “linked factory villages that pioneered a form of urban development” different than the more isolated factory towns associated with the early textile industry in New England.

“...Wheat cultivation and the large-scale production and international marketing of flour wrought a regional agricultural and architectural transformation, and fostered the change in mentality that produced America’s first factories and factory towns. The Quaker Ellicott brothers, who established such a flour-milling industrial village on the Patapsco outside of Baltimore, beginning in 1771, brought this regional transformation

to maturity, and developed the linkages between producers, support services, and shippers that provided a tremendous impetus for urban development. Furthermore, the urbanizing incentives inherent in their own project led to further industrial development at Ellicott's Mills and ultimately produced a series of linked factory villages that together constituted a viable and expansive industrial town. The Maryland narrative indicates that American industrialization began earlier and with a greater variety of forms and processes than the classic story of New England textiles has heretofore acknowledged, and that scholarly attention to the larger context of development – instead of centering on the factory form in isolation, or on the New England region – offers a more complete understanding of the architecture of American industrialization.” [Sharp PhD dissertation]

Today, the Patapsco Valley continues to reflect its early industrial history as well as the transportation routes upon which it depended. Although altered by more recent residential, commercial, and other development, the valley contains recognizable elements of a *historic vernacular landscape* that provides one of the foundations for its designation as a heritage area.¹ The valley's natural setting that prompted its early settlement and development remains today. Also remaining are representative natural resources once prized for their economic value, namely water, geologic formations, and woodlands. Some of the valley's most important historic communities remain intact, such as Ellicott City, Oella, and parts of Elkridge. Other nearby communities having associations with the valley's past also have historic sites and valley-related stories that contribute to the heritage area. Although the majority of its historic roads are now improved to serve contemporary needs, many historic travel routes continue to function much as they did in the past, connecting places within the valley. The valley's legendary B&O Railroad – today owned and operated by the CSX Corporation – continues to be a vital transportation link in the East Coast's rail network. Still in place are some of the railroad's significant historic resources, such as the Thomas Viaduct and Ellicott City Station. Although many of the valley's historic industrial sites are in ruins, many sites remain, particularly those within Patapsco Valley State Park. The valley contains an abundance of historic residences, commercial buildings, and institutional buildings that have been adapted for contemporary residential, commercial, and other purposes.

By the turn of the 20th century, the valley's legacy of early industries, communities, and transportation benefited from pioneering regional open space planning for the Baltimore Metropolitan Area. The valley was also very much a part of Maryland's early conservation movement and a focus of “scientific forestry.” The Patapsco Forest Preserve which began modestly with a landowner's 43-acre donation

¹ *Historic vernacular landscapes are a type of cultural landscape in which cultural and natural characteristics are strongly associated with its history. It is one of four types of cultural landscapes recognized by the National Park Service: historic sites, historic designed landscapes, historic vernacular landscapes, and ethnographic landscapes. Historic vernacular landscapes are defined as “a landscape whose use, construction, or physical layout reflects endemic traditions, customs, beliefs, or values; in which the expression of cultural values, social behavior, and individual actions over time is manifested in the physical features and materials and their interrelationship, including patterns of spatial organization, land use, circulation, vegetation, structures, and objects; and in which the physical, biological, and cultural features reflect the customs and everyday lives of people.”* Source: NPS 2003.

ultimately became one of the catalysts for establishing Patapsco Valley State Park, Maryland's first state park. The park has been largely responsible for protecting the valley's integrity.

In short, the Patapsco Valley is an icon of an emerging region and nation as it evolved from colonial America into the 20th century. It is a portrait of an American landscape that provides unusual opportunities for present and future generations to explore its past and, in so doing, to gain a better understanding and appreciation of the present.

3.3 The Valley as a Center for Innovation

“The object of this Association is for encouraging manufactories of all the useful and necessary articles, which have heretofore been imported from foreign countries. The establishment of cotton and wool manufactories by means of the latest improved labor-saving machines, to be put in motion by water, is to be the first and immediate object...”
William Patterson, Union Manufacturing Company [Sharp 2001, p 42]

During much of the 18th and 19th centuries, the Patapsco Valley distinguished itself as a center for innovation in entrepreneurship, technology, and progressive social change. Its early economic history was associated with enterprises that took advantage of the valley's resources to produce products that could be shipped to markets at home and abroad.

The valley's history was tied to advances in manufacturing technology, organizational management, and transportation systems, as the region moved from a relatively simple dispersed tobacco plantation culture to a more complex economic system requiring manufacturing facilities, credit, and coordinated actions of wholesalers, retailers, bankers, and insurers (Sharp 2001, p 8).

The emergence of new technology enabled larger operations and enhanced efficiencies to produce flour, iron, paper, and textiles. Examples include new drying mechanisms for flour, water-driven looms, and furnaces that replaced open fireplaces in iron-making. Some innovations were unique to the Patapsco Valley, whereas others were adaptations of techniques used elsewhere.

The success of the valley's industries required ongoing advances in their design, construction, and operation. Needs for water power transformed the Patapsco River and its tributaries by introducing a system of dams, impoundments, raceways, and canals that supported water-driven machinery and, in later years, generation of hydroelectricity.

Adapting to changing market conditions both locally and abroad shaped entrepreneurial ambitions. Early examples include the Ellicotts' efforts to grow grains and produce flour to move away from the tobacco market controlled by the British. In the 1830s, the Thistle Company's production of cotton duck for sails relieved American shippers from reliance on imported sources.

Advances in transportation were a driver for economic success. By the end of the 18th century, with silting of Elk Ridge Landing's shipping channel, Ellicotts' Lower Mills had surpassed the former port

community as a regional center of trade. Siting of manufacturing plants required access to local sources of granite, lumber, and other materials for constructing larger and more complicated structures. Road construction made that transformation possible (Sharp 2001, p 51).

Some of the valley's entrepreneurs brought new management styles that "became a personal expression of their ideals and skills" (Sharp 2001, p 59). Their hands-on approach included living onsite or nearby to become fully engaged in their enterprises. The Patapsco Valley also benefited from a system developed by Samuel Slater who organized the nation's first "modern" textile mill in New England in 1790. In that and other respects, the valley is an integral part of a larger national story of early industrial development in America.

The valley is associated with progressive thinking towards labor. Colonial tobacco cultivation and the iron industry relied partly on slaves. The Ellicotts eliminated that practice after purchasing Dorsey's forge in 1815, as did apparently the Union Manufacturing Company. William Patterson believed that industry could "help eradicate poverty and improve public morals." By providing regular employment and technical training at a large-scale operation, "he could improve the indigent population of the entire region" (Sharp 2001, p 43). The Union Manufacturing Company built a community for its mill workers and called it Oella, named for the first woman known to spin cotton in America.¹

Founded in 1808, the Union Manufacturing Company was the first textile company chartered by the state of Maryland, and it became one of the earliest and largest cotton factories in the United States. It used water-powered looms as early as 1819. When constructed, its 1.75-mile mill race was the longest race powering a single mill in America.

Having experienced both good and bad times, the Union Company's mill, village, and surrounding land was purchased by William J. Dickey in 1887. The mill burned in 1918 but was rebuilt and became America's foremost producer of fancy menswear woolens. It used hydropower until it closed in 1972 as a result of Hurricane Agnes and changing demands for fabrics such as synthetics. After Hurricane Agnes, Charles Wagandt, a great grandson of William J. Dickey, purchased Oella whose buildings included a mix of vernacular architectural styles that include pre-Civil War Victorian frame homes and cottage style kit homes sold after World War I. During the past 40 years, Wagandt's Oella Company brought the community back to life while preserving its integrity as an historic mill town.

Innovation was also associated with collaboration among public and private interests. At critical times, support from political leaders and financial institutions were essential to the valley's economic prosperity. For example, in 1719, the Maryland General Assembly passed an act enabling the condemnation of private lands to create iron works. In 1787, John and Andrew Ellicott convinced the state to build a new turnpike from Baltimore to Frederick, via their Lower Mills. In 1808, the federal

¹ *The first factory workers to spin yarn from Patterson's Union Company were mostly children. Some improvements to labor conditions were associated with innovations to improve efficiency. For example, Edward Gray installed an experimental soapstone furnace at his Patapsco Mill to improve energy efficiency over open fire places, which also improved working conditions.*

government began constructing the National Road. Ellicott's Mills was able to connect to the National Road via the Baltimore to Frederick Turnpike.

In 1827, Baltimore merchants and political leaders envisioned the B&O Railroad as a means of competing with the nation's developing canal system. The B&O became the first "common carrier" of goods and people in the United States. It was constructed through the Patapsco Valley because of the valley's suitable topography and the railroad's benefits to the valley's industries. Its cost was largely underwritten by the state of Maryland and the city of Baltimore. Nathaniel Ellicott provided land and quarrying rights for the railroad, in exchange for a direct connection to the family's mill which may have been the first switching apparatus.

3.4 The Valley as a Forerunner of the Conservation Movement

To the west, along the Patapsco River for a long distance above and below Ellicott City, there is a splendid example of the picturesqueness of a river gorge on a large scale, the rocky bluffs rising boldly to a height of 400 feet above the rushing stream. The time will certainly come, long before the end of the present century, when the beauty of this landscape will have a greatly enhanced value through the more general occupation of the adjacent upland, and, while no human operations are apt greatly to alter its rough framework even by extensive quarrying, yet the proper laying out of the roads and railways, which may be needed within the valley, the limitation of buildings to those sites naturally adapted to them, and the protection of the woods and other vegetation on those areas which cannot be otherwise used more profitably, will make all the difference between the wise utilization of one of the natural resources of the country tributary to Baltimore and its wasteful neglect.... Frederick Law Olmsted, Jr., 1903

Although preceded by visionary projects such as the establishment of Central Park in New York City in 1852, a growing national awareness of the need to conserve natural resources began sometime in the 1870s. In 1872, Congress established Yellowstone National Park, the nation's first national park. By the turn of the 20th century, a national conservation movement was underway with new environmental organizations such as the Sierra Club (1892), the Society for the Protection of New Hampshire Forests (1901), the National Association of Audubon Societies (1905), and others. The movement gained significant momentum during Theodore Roosevelt's administration (1901 to 1909). In addition to creating an expanded network of national forest reserves under the newly created U.S. Forest Service, his administration established five new national parks, 18 national monuments, and 51 federal bird sanctuaries.

Interests in resource conservation were also growing in Maryland and the Baltimore region. The consequences of a philosophy that natural resources were inexhaustible and exploitable were evident in the Patapsco Valley and elsewhere in the state, as evidenced by extensive timber harvesting and development that resulted in erosion, sedimentation, and increased flooding. Today most of the Patapsco's Great Falls remain buried under silt that began to wash downstream in the 18th century.

Efforts to deal with certain environmental issues began as early as 1750, when Maryland’s General Assembly passed legislation to protect the river channel from Baltimore to Elk Ridge Landing, because strip mining for iron ore was threatening to fill the Patapsco’s shipping lanes with silt. During that period, the Ellicotts were experimenting with fertilizer to restore agricultural lands whose nutrients had been depleted by tobacco crops.

Perhaps influenced by growing national interests, it was not until near the turn of the 20th century that concerns regarding natural resource depletion began to receive serious recognition in Maryland and the Baltimore region. In 1897, such concerns were raised in the *Baltimore News* about the city’s “wastefulness, neglect and bad management,” and the need for a park system to “benefit all people – not a particular class” (Buckley et al 2006, p 88).

What followed was a coalition of conservationists, civic organizations, and government officials to consider what could be done to improve Baltimore’s park system. In 1902, the city hired the Olmsted Brothers landscape architecture firm to survey park resources and to identify potential expansion sites. In addition to promoting parks within the city, the Olmsteds proposed that the city purchase “a belt of outlying property” to ensure that “the inevitable growth into the suburbs might be properly directed” and that “certain tracts of land in the path of this expansion might be retained for parks” (Buckley et al 2006). They proposed that the Patapsco Valley be part of that concept, with the understanding that it would require a successful appeal to a broad spectrum of constituencies, and cooperation from multiple layers of government (Buckley et al 2006, p 88).

A growing interest in public parks and planning was also seen in a City Beautiful Movement that was taking shape in Baltimore and other large cities at the turn of the 20th century. In addition to providing for the recreational and aesthetic demands of the general public, it recognized that *nature* needed help in recovering from the brutalizing effects of industrial exploitation. At the same time, some of Baltimore’s middle and upper class residents were moving away from the city’s center into more pristine areas in Baltimore County. An example is Lawyer’s Hill in the Elkridge Area, which developed in the 19th century for wealthy Baltimoreans. It was probably the state’s first “railroad commuter suburb” (Buckley et al 2006, p 95).

The Olmsted Brothers recommended that the city purchase lands – or reservations – beyond its boundaries in anticipation of future growth. To be called *reservations*, such lands would retain their rural character and serve the city’s water supply needs. They would not be developed for recreation purposes until needed by suburban expansion. The concept was not intended to obstruct development but enhance it. Specifically, it stated that “if land along streams could be purchased in advance of development, not only would acquisition costs be low, but bringing them under public control would prevent unwise private uses and save the city expensive infrastructure costs” (Buckley et al 2006, p 92). The Patapsco Valley was designated as one of Baltimore’s proposed reservation areas.

Maryland was also beginning to address a serious statewide deforestation problem. In 1906, Robert and John Garrett donated approximately 2,000 acres of cutover mountain forest land in Garrett County. The gift was conditioned by a requirement that the state establish a professional program to promote

“scientific forestry” on Maryland’s public and private lands. That led to Maryland’s Forestry Conservation Act in 1906 and the appointment of Fred Besley, a Yale School of Forestry alumnus who had studied under Gifford Pinchot. As an advocate for scientific forest management practices, Besley recognized the value of managing forests for watershed protection, public water supplies, and recreational opportunities. That set the stage for the state’s acceptance of a gift from John Glen, who donated 40 acres from his “Hilton Estate” in the Patapsco Valley near Catonsville. The State Board of Forestry designated Glen’s land as a demonstration forest in 1907. According to the board’s 1910-1911 Report, “the work at the Patapsco Reserve was strictly an improvement cutting” (Buckley et al 2006 p 94). But the board also recognized its potential as a public park.

In 1910, William Ellicott, an architect and member of Baltimore’s Municipal Art Society, expressed concerns that the Patapsco Valley’s forests were at risk of logging operations, stating that “the valley “offers an alluring opportunity for a ramble in the woods or a walk by the river, and has become a favorite sylvan resort of large numbers of our people” (Buckley et al 2006 p 93). In 1912, Besley assembled supporters to testify before the Maryland General Assembly, to support the acquisition of additional lands along the Patapsco. He requested a \$25,000 appropriation. In 1913, the Assembly authorized \$50,000, two times the amount requested, for expanding the Patapsco Forest Preserve, one parcel at a time.

Between 1907 and 1941, the state acquired 31 parcels mostly from private landowners, totaling 1,582 acres. During that period, the Patapsco Forest Reserve became increasingly important as a public park to provide opportunities for “city dwellers to rejuvenate themselves in a non-urban setting” (Dorrance quote, Buckley et al 2006 p 100). As reported in newspaper accounts, “the State Board of Forestry was interested in developing the resources of the forest reserves for recreational purposes, especially camping... providing middle-class suburbanites with an opportunity to blend rugged outdoor living with intellectual contemplation – or, at the very least, a chance for greater aesthetic appreciation.” By 1916, there were 200 campsites available “for the use of the visitors who cared to use the park’s advantages” (Buckley et al 2006 p 100).

However, it was not until 1933, that the Patapsco Valley Reserve became Maryland’s first state park. One explanation for the delay was that Fred Besley was wary of creating a park system that might lead to a separate agency and competition for funding and land with the State Board of Forestry.

In 1946, the Maryland General Assembly requested the State Planning Commission to prepare a comprehensive development plan for the Patapsco River Valley as a recreation and demonstration area. One of the commission’s recommendations was the acquisition of additional lands to create a 15,000-acre recreation area to serve the region’s long-term needs.

The valley’s future as a state park was firmly set in 1950 with the completion of a *Development Plan for Patapsco River Valley Park for Long-Range Recreation and Conservation Uses*, prepared by the Maryland State Planning Commission. An Advisory Committee that included representatives from state agencies as well as Baltimore City, Baltimore County, Howard County, Anne Arundel County, and Carroll County, participated in its preparation. Its recommendations, which included an acquisition program to add

6,971 acres to the park's 1,564 acres, envisioned a 26-mile long park with an average width of one-half mile. Although focusing on conservation and recreational goals, the plan also incorporated historic sites as attractions within the park.

In retrospect, the Patapsco Valley is a noteworthy milestone of the transition that occurred at the turn of the 20th century when Marylanders and the nation began to understand the need to conserve natural resources and provide for the recreation and open space needs of future generations. Henry Sharp cites the observations of Francois-Alexandre Frederick (le Duc de la Rochefoucault-Liancourt) who visited the Patapsco Valley in the mid-1790s.

“Rochefoucault was part of a generation of writers who attempted to discover what was truly American. In his notes on the Patapsco reside two fundamental themes of the American experience: nature and commerce. The Patapsco was both a source of emotional appreciation of untamed natural beauty and a source for the intellectual comprehension of economic opportunity. Those features are not uniquely American but what is unique is the scale and potential they possessed on this continent above all others. How much newer and how limitless the American landscape seemed, when compared to old and crowded Europe.” [Sharp 2001, p 1]

4 Interpretive Framework

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4. Interpretive Framework

4.1 Introduction

As used in this plan, interpretation is an educational activity which aims to reveal meaning and relationships through the use of original objects, by firsthand experience, and by illustrative media, rather than communicating factual information” (adapted from Tilden 1967). Interpretive experiences are ideally “place-based” at locations where visitors can obtain a vivid understanding of an interpretive story.

Interpretive objectives for the Patapsco Heritage Area are:

- to assist visitors in developing a keener awareness, appreciation, and understanding of the area and to help make the visit a rich and enjoyable experience
- to promote the heritage area’s vision and management goals and encourage visitors to thoughtfully respect its resources
- to promote the visitor’s understanding of those organizations and agencies whose programs are connected in various ways to the heritage area

The heritage area’s *interpretive framework* provides a means for organizing interpretive experiences that reflect the area’s significance (as described in section 3). That framework consists of the following “*primary themes*” or main topics used as the basis for designing interpretive experiences:

1. The Valley’s Natural Resources and Their Values
2. Chronicles of Industries and Their Communities
3. Connectivity as a Key to Prosperity
4. Towards a New Identity
5. Building on the Past – Visions for the 21st Century

Primary themes are divided into “*subthemes*.” For example, the B&O Railroad is a subtheme of the primary theme, “Connectivity as a Key to Prosperity.” Subthemes are representative of their primary themes and are not intended to be a complete list. Both primary themes and subthemes can be edited or added to over time.

For illustrative purposes, this interpretive framework provides some examples of places where stories might be told. For a number of subthemes, such as those associated with “Visions for the 21st Century”, the heritage area’s partners will need to determine the most appropriate sites to tell the stories associated with a particular subtheme. For example, the Maryland Forest Service should advise on places that can tell the story of managing resilient and healthy forests. Similarly, the Catonsville Historical Society should advise on sites suitable for telling the stories associated with the Catonsville community.

A number of subthemes will present challenges in finding places having particular meaning to their subject matter. For example, the subtheme “towards a more complex economic system” may not readily lend itself to a particular site. Ellicott City may be the most likely location to address that subtheme. Their challenges notwithstanding, such subthemes have been included because of their potential contribution to a visitor’s understanding of the Patapsco Valley.

Another consideration is the “*visitor-readiness*” of places where the stories can be told, also referred to as *interpretive sites*. In addition to their public accessibility and the need to develop appropriate interpretive content, such sites must have adequate signage, parking (unless on a trail), adequate visitor safety, and the commitment of an entity that will assume maintenance and other management responsibilities. The Patapsco Heritage Area is fortunate in having many attractions owned by public agencies and nonprofit organizations. However, not all of them are necessarily visitor-ready in terms of functioning as heritage area interpretive sites.

The interpretive framework is not intended to be followed rigidly. Presentation of primary themes may be useful at orientation sites that provide visitors with the big picture of places to visit. But individual interpretive sites are likely to incorporate a mix of interpretive themes and subthemes. For example, a woodland site may present multiple stories that include: making charcoal in the 18th century, creating the Patapsco Forest Reserve in 1904, and current initiatives to address the challenges of maintaining healthy forests.

Finally, the interpretive framework is meant to serve as a building block for preparing a *comprehensive interpretive plan* for the heritage area, which is listed as an implementation action in section 8.3 (action 2.1.1a).

4.2 The Valley’s Natural Resources and Their Values

“We passed many shallow creeks, but the first we found navigable for a ship, we called Bolus, for the clay in many places under the cliffs by the high water mark did grow up in red and white knots as gum out of trees, and in some places so participated together as though they were all of one nature, excepting the color – the rest of the earth on both sides being hard sandy gravel, which made us think it bole armoniac and terra sigillata.” [medicinal clays]. John Smith’s notes on exploring the Patapsco River June, 1608 [from Thompson 2007, p. 56]

Primary Theme

In 1608, John Smith briefly explored the Patapsco River and noted its iron deposits. By the end of the 17th century, early settlers had discovered the valley’s other resources which provided the foundation for the valley’s development as one of Maryland’s early industrial centers. Contrary to the Native American perspective, Europeans regarded those resources as consumable and by using them for production risked increasing the valley’s susceptibility to damaging floods.

Representative Subthemes

1. **Abundance of Valley Resources**

By cutting across the Piedmont and Coastal Plain provinces, the valley offered diverse and abundant natural resources that made it attractive for early industry.

2. **Dams, Waterpower, and Mill Sites**

The valley's topography and elevation changes provided sites for dams and their waterworks, thereby offering opportunities for waterpower and hydroelectricity, as well as impoundments and constructed waterways to transport material. Dams and their related structures changed the ecology of the once free-flowing river.

3. **Raw Material for Manufacturing and Construction**

Construction of buildings, bridges, tunnels, and other structures took advantage of the valley's local granite and other geologic deposits. Local forests provided lumber and fuel and wood for making charcoal to supply early iron furnaces.

4. **Resource Depletion – Deforestation, Erosion, and Siltation**

Extensive cutting of the valley's forests resulted in unstable soils that were washed downstream, which filled the Patapsco's "Great Falls" and silted in its tidal navigation channel so that it became unusable. Such cutting also resulted in severely eroded hillsides and loss of aquatic habitats.

5. **Major Floods and Their Impacts**

Many valley locations chosen for industry and communities were in the Patapsco's floodplain, making them susceptible to damaging floods.

Examples of Places where the Stories can be Told

- sites once used for tobacco, grain, and other crops, whose soils and other natural characteristics made them suited for such purposes
- high elevation sites providing vistas of the diverse resources associated with the valley's Piedmont Plateau and Coastal Plain sections
- historic mill sites along the Patapsco River and its tributaries, where stream gradients and topography were conducive to waterpower
- quarry sites where granite and other rocks were excavated for building construction
- sites used to excavate iron ore for iron furnaces and limestone to produce plaster of Paris for agricultural and other uses
- forested sites with tree species used historically for saw timber and other purposes, and pits used for making charcoal

- sites such as the Patapsco’s former “Great Falls,” eroded hillsides, and silted stream channels that illustrate the consequences of historic vegetation disturbance
- sites associated with floodplains and record flood stage elevations, and historic loss of property and life
- sites enabling comparison of differing American Indian and European perspectives towards the valley’s natural resources

4.3 Chronicles of Industries and Their Communities

“In 1772, Joseph, John, and Andrew Ellicott purchased land in two separate areas of the Patapsco Valley. They were all brothers from Bucks County, Pennsylvania. They floated mill equipment down the Chesapeake Bay to Elk Ridge Landing. From that point they cut a new wilderness road six miles upstream on the Baltimore County side of the Patapsco River to a point where they established a saw mill, a granite quarry, a grist mill, various farms, and a small community. The community became known as the “lower” Ellicott Mills. After the great flood of 1868, lower Ellicott Mills was rebuilt and it became known as Ellicott City.”
[from PHG website]

Primary Theme

The Patapsco offers a window for learning about the chronicles of Maryland’s early industries and the communities that provided their labor and supporting services. Its stories range from a bird’s eye view of the valley’s development to those associated with individual industries and their businesses. Rather than occurring in isolation, the valley’s history is best understood in a larger regional and national political, economic, and social context.

Representative Subthemes

1. Ambition for Economic Independence

The valley’s agricultural diversification and manufacturing of finished goods were initially driven by ambitions to gain economic independence primarily from the United Kingdom, and to engage in trade on the world market.

2. Innovation and Growth

For more than 150 years, the valley accommodated a succession of enterprises that produced tobacco, flour, iron, paper, textiles, and other products, employing technology and processes invented locally or adapted from others.

3. Collaboration Between Civic and Private Interests

Extraordinary moments occurred during the Patapsco's history when political and civic leaders provided essential support to private enterprise.

4. Towards a More Complex Economic System

Subsequent to the British tobacco mercantile system, the valley's enterprises required a more complex economic system involving business relationships among suppliers, producers, wholesalers, retailers, bankers, and others.

5. Building Communities that Sustained Industry

The valley was home to small settlements and larger communities that housed the labor force for its industries, some of which perished as a result of economic decline, fires, and floods, whereas others remain today.

6. Leaders Who Pursued Their Ideals for a Better Society

Accompanying the valley's industrial revolution were ideas and initiatives that challenged society's views on matters such as the treatment of African Americans and women, and industry's relationships with labor. The valley was home to leaders such as the Ellicott brothers, Benjamin Banneker, and William Patterson, all of whom successfully pursued their ideals for a better society.

Examples of Places where the Stories can be Told

- historic industrial sites providing opportunities to visualize their structures and operations
- historic industrial sites used by current businesses, providing opportunities to compare the past with the present
- sites such as quarries, whose current operations are producing products having an historic association with the valley
- Ellicott City, Oella, Elkridge, and other communities whose history is closely tied with the valley's history
- sites of historic settlements no longer existing but once important to the valley's history
- sites associated with innovative leaders and ideas that had an impact on their times, such as the Ellicott City Colored School, and residences owned by Benjamin Banneker and George Ellicott

4.4 Connectivity as a Key to Prosperity

“Second only to the power of the river itself, access to transportation, or connection to distant markets, has been the single most important factor in the development of the Patapsco River Valley” [Sharp 2001, p 61]

Primary Theme

Connectivity with the outside world was a key to the valley's economic prosperity. Establishment of Elk Ridge Landing in the 1730s, the National Road in the 1790s, and the Baltimore and Ohio Railroad in the 1820s successively offered the means for transporting the valley's products to regional, national, and international markets. The valley's network of roads, waterworks, and river crossings also provided the internal infrastructure that enabled the movement of raw material, products, and local labor.

Representative Subthemes

1. The River as a Gateway

Elk Ridge Landing was the farthest navigable site up the Patapsco and near land used for growing tobacco. In the early 18th century, it provided the primary means for shipping tobacco and other products to nearby ports and more distant markets, until several decades later when silt deposition made it unusable.

2. Rolling Roads Connecting Tobacco Crops to River Landings

Rough country roads provided the essential means by which tobacco "hogsheads" (barreled tobacco) were rolled to Elk Ridge and other river landings. Historic road traces and remnants of those early routes remain today.

3. A Local Road Network Connecting Mills to Markets

The valley's early local road network provided access to mill sites on the Patapsco and its tributaries, and the means by which flour and other mill products were delivered to local and regional markets.

4. Connectivity Provided by Early Turnpikes and the National Road

The Ellicotts' Lower Mills became the valley's trade center due largely to their success in persuading the state to construct a new road from Baltimore to Frederick via the Lower Mills site. This road subsequently connected to the National Road, built between 1811 and 1834 to reach western settlements. The National Road was the first federally funded road in U.S. history.

5. The B&O Railroad – Its Importance to the Valley

The B&O Railroad, which opened in 1828 and became the nation's first long-distance common carrier, was instrumental in sustaining many of the valley's industries until the emergence of the national highway system in the 1920s.

Examples of Places where the Stories can be Told

- remnant historic road traces, such as those associated with river crossings and grist mills
- contemporary roads associated with the valley's history
- sites associated with the B&O Railroad

4.5 Towards a New Identity

“To the west, along the Patapsco River for a long distance above and below Ellicott City, there is a splendid example of the picturesqueness of a river gorge on a large scale, the rocky bluffs rising boldly to a height of 400 feet above the rushing stream. The time will certainly come, long before the end of the present century, when the beauty of this landscape will have a greatly enhanced value through the more general occupation of the adjacent upland...” [Frederick Law Olmsted, Jr. 1903]

Primary Theme

In the early 1900s, the valley's declining economic advantages, combined with emerging views towards natural resource values, prompted its slow transition towards a new identity as a major recreation and conservation area in the Baltimore Metropolitan Area. The renaissance of several of its historic communities such as Ellicott City and Oella, which began in the 1950s, reinforced the valley's distinctiveness.

Representative Subthemes

1. Winds of Change

In the early 20th century, major floods, new transportation systems, and the movement of industry elsewhere were the “winds of change” that swept away the valley's historic economic advantages.

2. Birth of the Conservation Movement

In the late 19th century, a growing national concern over the despoliation of natural resources led to the birth of America's conservation movement which gained momentum and recognition in Maryland and other states during Theodore Roosevelt's administration.

3. Baltimore's City Beautiful and the Olmsted Plan

At the turn of the 20th century, the City Beautiful movement emerged in response to discontent over the appearance and living conditions of industrial cities. In 1903, the movement took hold in Baltimore when the Olmsted Brothers were retained to produce a plan for city parks, which included recognition of the Patapsco Valley as a conservation area.

4. Establishment of the State Board of Forestry and the Patapsco Forest Reserve

Maryland’s Board of Forestry was established in 1906 “to provide timber, protect timber, and provide for scenic beauty.” The Board proposed forest reserves to practice “scientific forestry,” the first of which was created in Garrett County. The Patapsco Forest Reserve became the state’s second reserve, inspired by John Glen’s gift of 42 acres from his Hilton Estate in 1904. Continued state funding for acquisitions one parcel at a time, enabled the Patapsco Reserve to expand to 1,200 acres by 1933.

5. Creation of Maryland’s First State Park

In 1933, Maryland established Patapsco Valley State Park as its first state park. In 1946, the Patapsco River Valley Commission, comprised of state, county, and Baltimore City representatives, recommended a long-range plan for developing the park as a 15,000 acre recreation and conservation area to serve the region.

6. Renaissance of Historic Communities

Towards the latter part of the 20th century, historic communities such as Ellicott City and Oella were rediscovered as desirable places to live and work. It required a reinvestment in historic structures to adapt them to contemporary uses.

7. The Patapsco Valley as an Oasis in a Suburban Landscape

By the close of the 20th century, rapidly expanding suburban growth in the Baltimore metropolitan region reinforced the importance of the Patapsco Valley as a regional park and conservation area. Among the new communities were some of the region’s earliest African American suburban communities.

8. The Civilian Conservation Corps (CCC) and Patapsco Valley State Park

During the Depression years of the 1930s, President Franklin D. Roosevelt's CCC planted trees and built trails, picnic areas, campsites, and cut-stone pavilions to improve what had by then become "Patapsco Valley State Park".

Examples of Places where the Stories can be Told

- designated historic districts
- historic buildings adapted for contemporary uses
- initial acquisitions for the Patapsco Forest Reserve
- historic campgrounds and other facilities in Patapsco Valley State Park

4.6 Building on the Past – Visions for the 21st Century

“In Heritage Areas individuals, businesses, non-profits and governments form partnerships to preserve the best of Maryland's historic sites and towns, unspoiled natural landscapes and enduring traditions. These tangible links to both place and the past encourage residents to recognize they have a special piece of the American story to treasure and share with others, and that in doing so they create more livable and economically sustainable communities.” [Maryland Heritage Areas - Report to the Governor and General Assembly 2012. p 4]

Primary Theme

The valley’s transformation from an early industrial center to a regional park with adjacent neighborhoods was largely completed by the end of the 20th century. It has entered a new era emphasizing the concept of *sustainability* and its interwoven components of environment, economy and communities. The valley offers unusual opportunities, particularly for state and local governments and nonprofit organizations, to collaborate in achieving their respective visions for the 21st century.

Representative Subthemes

1. Towards a Healthy Natural Watershed

Higher water quality standards, state and county regulations, watershed management programs, dam removals, and volunteer clean-up initiatives are enhancing the health of the Patapsco River and its tributaries.

2. Statewide Vision for Green Infrastructure

Maryland’s *Green Infrastructure* program seeks to expand protected lands in the Patapsco River Valley and throughout the state with a network of conserved hubs and corridors serving as refuges for biodiversity.

3. Protecting Historic Resources

PreserveMaryland, the state’s preservation plan, envisions public and private efforts to identify, document and protect places of historic and cultural significance to all Marylanders. Howard and Baltimore Counties have made similar commitments to historic preservation.

4. Managing Resilient and Healthy Forests

The Maryland Forest Service has adopted a vision that Maryland’s future forests will be resilient and protected from major harm, and that forest ecosystems will be healthy, diverse, and capable of renewing themselves.

5. Vision for Maryland’s State Parks

The Maryland Park Service’s *Strategic Plan* envisions Maryland’s state parks as unique and iconic public assets, representing “a legacy by current and prior generations, which are essential to advancing and promoting the health, well-being, and quality of life for present and future generations of Marylanders.”

6. County Visions for a Sustainable Future

Reflecting statewide guidelines, Baltimore County’s *Master Plan 2020* (adopted in 2010) and Howard County’s *PlanHoward 2030* (adopted in 2013) are each organized around the concept of sustainability, the major components of which are: health of the environment, a prosperous economy, and community quality of life.

7. Valley Communities and Their Volunteers

Patapsco Heritage Greenway Inc. and other nonprofit organizations are actively engaged in conserving and restoring the valley’s natural and historic resources. Education and involvement of community volunteers are an essential part of their work.

Places Where the Stories Could be Told

This primary theme and its subthemes offer many potential places where their stories can be told. They will be identified by the heritage area’s partners in developing the comprehensive interpretive plan for the Patapsco Heritage Area (section 5.3).

5 Heritage Resources

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5. Heritage Resources

5.1 Historic Resources

Introduction

The Patapsco Heritage Area's significance is focused in three areas (section 3.0):

- the Patapsco Valley as an Iconic Landscape of an emerging nation
- the Patapsco Valley as a center for innovation
- the Patapsco Valley as a forerunner of the conservation movement

Approximately 20 historic districts and 500 historic properties (including 27 historic landmarks) within the heritage area are listed on federal, state, and county inventories of historic sites. Most of these properties are related to the significance of the heritage area in one of its three areas of significance. In general, properties in the following categories contribute to the heritage area's significance:

- historic properties listed on the National Register of Historic Places (table 5.1)
- historic landmarks (table 5.2)
- in historic districts (table 5.3), properties that are recognized on nomination or inventory forms as contributing to the significance of designated national, state, and local historic districts
- Patapsco Valley Mill Sites (table 5.5)

The remainder of the inventoried sites within the heritage area that are listed by Maryland, Baltimore County, and Howard County also likely contribute to the significance of the heritage area. However, a specific determination for each property has not yet been made. These determinations will be made by PHG, Inc. in the future (section 5.2, action 1.2.1e).

Historic Properties

Sites Listed National Register of Historic Places

Within the Patapsco Heritage area there are 12 individual properties (table 5.1) and 9 historic districts (table 5.2 and figure 5.1) listed on the National Register of Historic Places. The National Register is the official federal list of the districts, sites, buildings, structures, and objects significant in American history, architecture, archeology, engineering, and culture. National register properties have significance to the history the nation. Nominations for listing come from federal agencies, state historic preservation officers, tribal historic preservation officers, local governments, private individuals, and organizations. A professional review board in each state considers each property proposed for listing and makes a recommendation on its eligibility. Listing imposes no restrictions on what property owners may do with a property. However, listing provides protection to historic properties from potentially adverse effects associated with federally-funded projects through provisions of section 106 of the National Preservation

Act of 1966. Listing also may enable owners of properties to be eligible for investment tax credits and to qualify for federal grants for historic preservation. The National Park Service (NPS) administers the National Register program.

Maryland Inventory of Historic Properties

Within the Patapsco Heritage Area there are 497 listed historic properties on the Maryland Inventory of Historic Properties. The inventory is a research and documentation instrument that serves as an archive of information to further the understanding of the state’s architectural, archeological, and cultural resources. A Maryland Inventory form provides a description of listed historic properties and discusses its history. Listing imposes no restrictions on what property owners may do with a property. However, listing could provide protection to some historic properties from potentially adverse effects associated with federally-funded projects through provisions of section 106 of the National Preservation Act of 1966.

Table 5.1 Patapsco Heritage Area – Properties Listed on the National Register of Historic Places

Property Name	Location	Ownership	Historic Significance
Baltimore County			
Hilton (1828)	Catonsville	Baltimore County	- significant as representative of early 20 th century taste; it was constructed from the best available materials, all specified in detail in its original construction documents and most still identifiable today
Mt. Gilboa Chapel (1859)	Oella	Church of St. Timothy's	- significant as an achievement on the part of free black people who built a substantial stone church of about the same size and quality as the places of worship used by other small congregations of the dominant majority
Old Catonsville High School (1898)	Catonsville	Mosaic Community Services, Inc.	- important for its association with the development of Catonsville; represents the beginning and intermediate stage of advanced education in Catonsville at the turn of the century
Summit (1893)	Catonsville	private	- contributes to the Winters Lane National Register District; a distinctive example of African-American vernacular architecture
The Wilderness (1921)	Ellicott City	private	- significant for its architecture, as an example of a large country house embodying the distinctive characteristics of the turn-of-the-20 th century eclecticism in its combination of elements of the Queen Anne and Colonial Revival styles
Thomas Viaduct, Baltimore & Ohio Railroad (1835)	Elkridge	CSX Corporation	- the world’s oldest multiple stone arched railroad bridge as well as America’s earliest notable example of railroad bridge construction
Howard County			
Ellicott City Station (1829 - 1830)	Ellicott City	Howard County	- oldest surviving railroad station in America
Toomey House (Elkridge Furnace Complex)	Elkridge	MD DNR	- significant for its architectural character and its association with the iron industry in 19 th century Maryland
Elkridge Furnace (Elkridge Furnace Complex)	Elkridge	MD DNR	- significant for its association with the iron industry in 19 th century Maryland
Dixon House (Elkridge Furnace Complex)	Elkridge	MD DNR	- significant for its architectural character and its association with the iron industry in 19 th century Maryland
The Lawn (c. 1842, 1845, 1860)	Elkridge	private	- significance derives primarily from association with George Washington Dobbins, a lawyer for whom the house was erected; further significance is derived from its architectural character
Patterson Viaduct Ruins	Ilchester	MD DNR	- significant as part of the original main line of the Baltimore & Ohio Railroad
Thomas Viaduct, Baltimore & Ohio Railroad (1835)	Halethorpe	CSX Corporation	- the world’s oldest multiple stone arched railroad bridge as well as America’s earliest notable example of railroad bridge construction

Patapsco Heritage Area Management Plan

Figure 5.1

Historic Resources

Historic Sites and Structures

- Listed on the National Register of Historic Places
- Listed on the Maryland Inventory of Historic Properties - Patapsco Valley State Park
- Listed on the Howard County Inventory
- Baltimore County Historic Properties
- Baltimore County Historic and Environmental Settings

Historic Districts

- National Historic Districts
- State-Designated Historic Districts
- County-Designated Historic Districts

Historic Landmarks

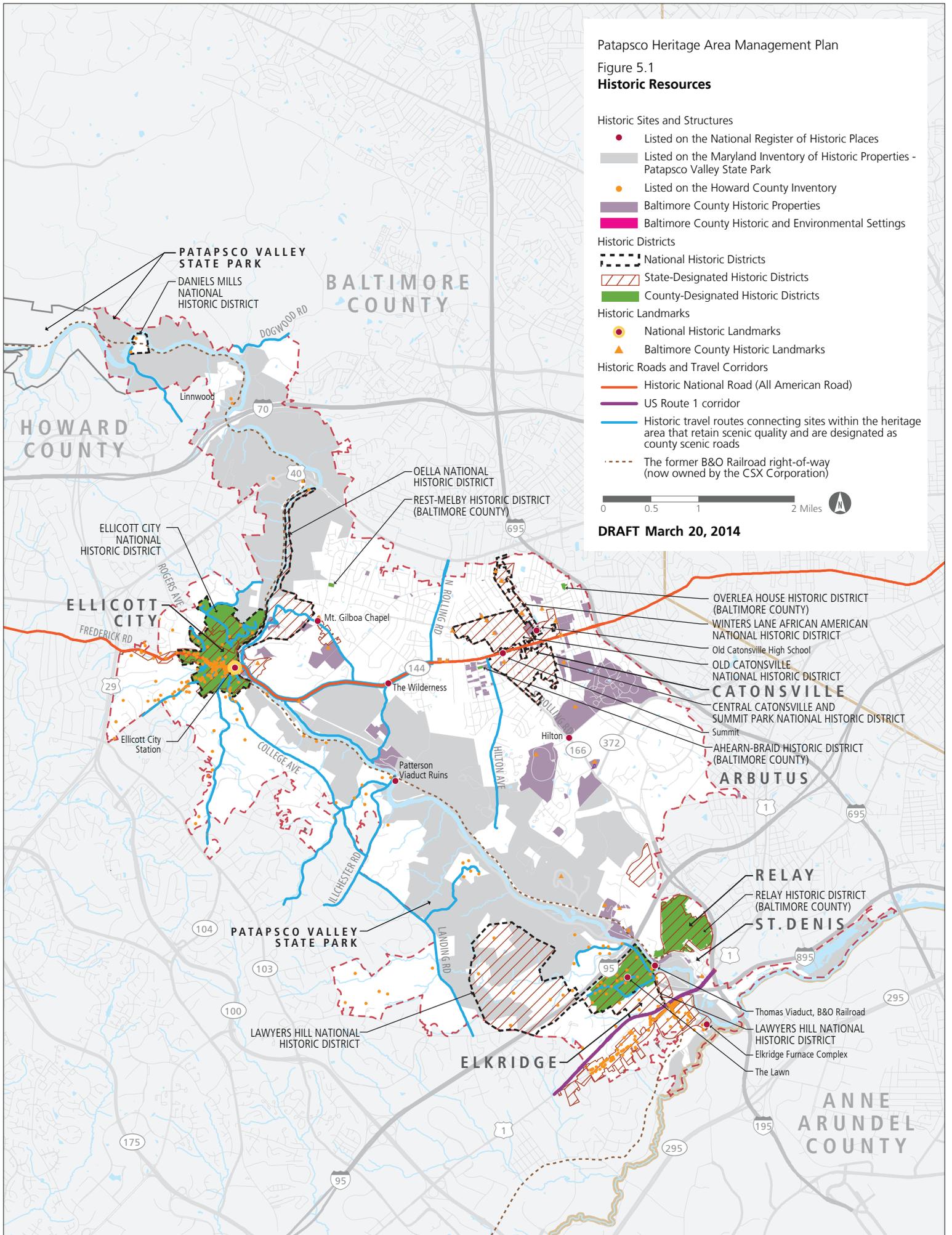
- National Historic Landmarks
- ▲ Baltimore County Historic Landmarks

Historic Roads and Travel Corridors

- Historic National Road (All American Road)
- US Route 1 corridor
- Historic travel routes connecting sites within the heritage area that retain scenic quality and are designated as county scenic roads
- - - The former B&O Railroad right-of-way (now owned by the CSX Corporation)



DRAFT March 20, 2014



Baltimore County Historic Properties Inventory

Baltimore County has listed more than 3,000 properties on the Baltimore County Historic Properties Inventory. One hundred sixty-nine (169) (approximately 5%) are within the Patapsco Heritage Area (figure 5.1). Most of the properties on the county inventory are listed jointly on the Maryland Inventory of Historic Properties; all are listed jointly on the National Register of Historic Places. Listing on the Baltimore County Inventory imposes no restrictions on what property owners may do with a property. Exclusive of properties listed on the National Register, listing on the county inventory does not provide protection.

Howard County Historic Sites Inventory

Howard County has listed approximately 1,000 properties on the Howard County Historic Sites Inventory. Three hundred thirty-six (336) (approximately 33%) are within the Patapsco Heritage Area (figure 5.1). Properties on the Howard County inventory are listed jointly on the Maryland Inventory of Historic Properties and on the National Register of Historic Places. Properties listed on the inventory are eligible for historic tax credits (see section 7.3). Any property listed on the inventory that proposes a subdivision or site development plan must present the plan to Historic District Commission for advisory comments (see section 7.3).

Historic Landmarks

National Historic Landmarks

National historic landmarks are buildings, sites, districts, structures and objects that have been determined by the Secretary of the Interior to be nationally significant in American history and culture and to illustrate important contributions to the nation’s historical development. The Patapsco Heritage area is home to two national historic landmarks – the Ellicott City Station and the Thomas Viaduct.

Baltimore County Landmarks

The Baltimore County Landmarks List (Baltimore County 2013a) identifies 388 structures that contribute significantly to Baltimore County’s history because they are associated with a person, group, event of historic importance; they are a distinctive example of a particular architectural style and/or they are a good example of the work of a master builder or noted architect (Baltimore County 2010). Other criteria highlight the resource’s artistic merit, or whether it contains and may be likely to yield information or materials important to prehistory or history (Baltimore County 2010). The Baltimore County Landmarks Preservation Commission (LPC) has identified 25 landmarks within the Patapsco Heritage Area (table 5.2 and figure 5.1). Designation means that any exterior modification or addition, as well as any excavation, building, or demolition permit, is subject to approval by the LPC (see section 7.3).

Howard County Landmarks

Howard County does not maintain a historic landmarks list.

Table 5.2 Patapsco Heritage Area – Historic Landmarks

Landmark Name	Location	Landmark Designation		Historic Significance*
		National Historic Landmark	Baltimore County	
Howard County				
Ellicott City Station	Ellicott City	X		- oldest surviving railroad station in America
Thomas Viaduct	Elkridge	X		- the world’s oldest multiple stone arched railroad bridge as well as America’s earliest notable example of railroad bridge construction
Baltimore County				
Thomas Viaduct	Halethorpe	X		- the world’s oldest multiple stone arched railroad bridge as well as America’s earliest notable example of railroad bridge construction
Cowdensville A.M.E. Church (1907)	Arbutus		X	- excellent example of frame and shingled church in vernacular style; congregation led by the Williams family down to the present
Avalon (1930)	Avalon		X	- association with development of the Gun Road community and as a unique example of the re-use of historic building materials into an Arts and Crafts style building
Schnoerr House	Avalon		X	- house dating to Avalon Iron Works period; lone surviving building from that time in the Avalon area
Smith, Holt and Johnson House	Catonsville		X	- contributes to the Winters Lane National Register District; distinctive example of African-American vernacular architecture
Traver-Barrett House	Catonsville		X	- contributes to the Winters Lane National Register District
Charles C. Woodland House (c. 1874)	Catonsville		X	- association with Charles Woodland and the African-American community’s development which he championed
Overlea (1853)	Catonsville		X	- association with Rev. George W. Eberling, pastor of Old Salem Lutheran Church and his pioneering educational work at the Overlea Home School; high-style Italianate architectural qualities with integrity of setting, design, workmanship and materials
Oakwood Bungalow (1908)	Catonsville		X	- possibly the first local dwelling in modern concrete
Farmlands Tenant House	Catonsville		X	- surviving structure of the great estate first called Dorsey’s Manor Farm, later the Farmlands, landscaped park of Gustave W. Lurman
Hilton Estate (1828)	Catonsville		X	- significant as representative of early 20 th century taste; it was constructed from the best available materials, all specified in detail in its original construction documents and most still identifiable today
First National Bank of Catonsville (1901)	Catonsville		X	- exceptionally well-preserved example of Romanesque Revival-style commercial building
Shull House (1912)	Catonsville		X	- distinctive example of the American Four-Square design, illustrating the pattern of early 20 th century development of large suburban lots as public roads were extended through former estates
Homewood (c. 1836)	Catonsville		X	- distinctive large frame Greek Revival and Victorian house
Robert Townsend House (1941)	Catonsville		X	- example of 1940s upper-middle class residential structure built in the wake of the Great Depression
Old Catonsville High School (1898)	Catonsville		X	- important for its association with the development of Catonsville; represents the beginning and intermediate stage of advanced education in Catonsville at the turn of the century
Ahearn-Braid House (1874)	Catonsville		X	- distinctive architectural quality; its contribution, as one of the first homes built in the emerging neighborhood south of Frederick Road, to the history of Catonsville’s suburban development
Hause-Phillips House (c. 1804)	Catonsville		X	- stone house; probably served as a cooper shop related to the Hause family mill south of Frederick Road
Brinkman House (1894)	Catonsville		X	- house sitting on large tract formerly part of the Brinkman Estate
Summit (1893)	Catonsville		X	- contributes to the Winters Lane National Register District; a distinctive example of African-American vernacular architecture

Table 5.2 Patapsco Heritage Area – Historic Landmarks

Landmark Name	Location	Landmark Designation		Historic Significance*
		National Historic Landmark	Baltimore County	
Gray’s Manufacturing Co. Tenant House	Ellicott City	X		- association with the industrial history of the Patapsco Valley; only known example of the re-use of exceptionally rare early railroad track “stringers” as a building construction material
Alhambra (1859)	Oella	X		- built by John Ellicott; superbly maintained house in a mixture of Italianate and Greek Revival elements
Mount Gilboa Chapel and Cemetery	Oella	X		- significant as an achievement on the part of free black people who built a substantial stone church of about the same size and quality as the places of worship used by other small congregations of the dominant majority
Treuth House-Hynes House (c.1850)	Oella (Benjamin Banneker Park)	X		- granite house built in the small square style of the Greek Revival
Valley View Farm (1910)	Relay	X		- Victorian house built on land belonging to Avalon Nail Factory
Chilly Hollow (1810)	St. Denis	X		- old stone house with small cemetery

* Source for Baltimore County significance statements – Baltimore Co. 2013a and from M

Historic Districts

Historic districts are places where a group of buildings, properties, or sites are designated as historically or architecturally significant. Buildings, structures, objects, and sites within a historic district are normally divided into two categories, contributing and non-contributing. Districts vary in size: some have hundreds of structures, while others have just a few.

National Historic Districts

The National Park Service (NPS) designates nationally significant historic districts throughout the country by listing them on the National Register of Historic Places. Within the Patapsco Heritage Area, the NPS has listed eight historic districts on the National Register (table 5.3 and figure 5.1). Listing imposes no restrictions on what property owners may do with a property. However, listing does provide protection to historic districts from potentially adverse effects associated with federally-funded projects through provisions of section 106 of the National Preservation Act of 1966.

Maryland Historic Districts

The state of Maryland, Baltimore County designates historic districts of state significance by listing them on the Maryland Inventory of Historic Properties. Within the Patapsco Heritage Area there are 15 districts listed on the inventory (table 5.3 and figure 5.1), of which nine are in addition to the districts listed on the National Register (two National Register districts are not included on the state inventory).

Table 5.3 Patapsco Heritage Area – Historic Districts

District Name	Location	District Designation				Historic Significance
		National Register	Maryland	Baltimore County	Howard County	
Baltimore County						
Ellicott Mills	Ellicott City	X	X			- significant for its history as the center of the industrial operations begun by the Ellicott family in the 18 th century and as the site of continuous industry from that time to the present
Oella	Oella	X	X			- includes the Dickey Factory (built in 1918 at the site of the original textile mills developed by the Union Manufacturing Company in 1808) and the surrounding village where millworkers lived in the 19 th century
Oella African American	Oella		X			- historic African-American community where free African-American families began settling by the late 1600s; birthplace of Benjamin Banneker
Old Catonsville	Catonsville	X	X			- architecturally significant as it embodies the distinctive characteristics of its type and period, illuminating the evolution and development of a community from summer homes to year-round suburban living in the late 19 th and early 20 th centuries; significant both for its community planning, which did not follow the more traditional and better studied models, and for its architecture, which represents with good integrity the period of its development
Central Catonsville and Summit Park	Catonsville	X	X			- same as for Old Catonsville
Winters Lane African American	Catonsville	X				- significant for its association with the development of the African-American community in the Catonsville area; exemplifies a cohesive African-American neighborhood that began to develop immediately following the Civil War
West Catonsville	Catonsville		X			- resources date primarily to the late 19 th century and the early 20 th century; most contributing resources retain a considerable integrity
Relay	Halethorpe		X	X		- significant for the architectural character of its buildings and the rural setting; sufficient integrity remains to convey the sense of the 19 th century
Oblates African American	Halethorpe		X			- Oblate Sisters of Providence boarding school for black children from Haiti in the late 19 th century
Ahearn-Braid (single property)	Catonsville			X		- distinctive architectural quality; its contribution, as one of the first homes built in the emerging neighborhood south of Frederick Road, to the history of Catonsville's suburban development
Overlea House (single property)	Catonsville			X		- association with Rev. George W. Eberling, pastor of Old Salem Lutheran Church and his pioneering educational work at the Overlea Home School; high-style Italianate architectural qualities with integrity of setting, design, workmanship and materials
Rest-Melby House (single property)	Catonsville			X		- plain, rambling, country house c. 1857 – 1875 illustrative of a pre-suburban or non-suburban phenomenon

Table 5.3 Patapsco Heritage Area – Historic Districts

District Name	Location	District Designation				Historic Significance
		National Register	Maryland	Baltimore County	Howard County	
Howard County						
Ellicott City	Ellicott City	X	X		X	- an extremely well preserved 19 th century mill town whose sturdy architecture has remained intact and unaltered
Church Road and Sylvan Lane	Ellicott City		X			- embodies the distinctive characteristics of “suburban” development of the late 19 th century in its respect for the existing topography and vegetation, and in the architectural character of the buildings
Daniels Mill	Daniels	X				- an important 19 th century textile mill that continued to produce cotton a century after its construction
Lawyers Hill (delineated differently by the county, state, and NPS)	Elkridge	X	X		X	- significant for its diverse collection of Victorian-era architecture and for its role as a 19 th century summer community and early suburb for prominent Baltimoreans
Elkridge Landing	Elkridge		X			- significant for its 18 th century history as a tobacco shipping hub and for its 19 th century development relating to the railroad; it exemplifies the historical process of change encompassing over 200 years of building
Levering Avenue	Elkridge		X			- significant for its architecture illustrative of three distinct building periods
Railroad Avenue	Elkridge		X			- significant for its architecture represented by a nineteenth century collection of single and two family units; also significant historically as it is almost entirely composed of a large tract land, owned originally in 1871 by Bernard Boyle, an extensive landowner in Elkridge
Old Washington Road	Elkridge		X			- significant for its role as a commuter suburb, first dependent on the railroad and later automobiles, and also for its collection of vernacular architecture, mostly residential in nature, exhibiting the trends popular during the 100 years between the middle of the 19 th and 20 th centuries

Baltimore County Historic Districts

Baltimore County has designated 17 county historic districts, of which four are within the Patapsco Heritage Area (table 5.3 and figure 5.1). The four districts do not correspond to with the national historic districts within the heritage area, and only one district corresponds to a state historic district. To be designated a county historic district at least 75 percent of the landowners within the designated area must agree to form an historic district.

Howard County Historic Districts

Howard County has designated two county historic districts, both of which are within the Patapsco Heritage Area – Ellicott City and Lawyers Hill (see figure 5.1). The Ellicott City Historic District corresponds with the Ellicott City National Historic District. The Lawyers Hill Historic District is smaller than the Lawyers Hill National Register District. Changes to exteriors of buildings and landscape site features in these districts are subject to approval by the Howard County Historic District Commission (HDC) (see section 7.3).

Maryland Historical Trust Easements

The Maryland Historical Trust (MHT) holds historic preservation easements on significant historic, archeological, and cultural resources throughout the state. The easements are contractual agreements between a property owner and MHT. Generally, the owners of the easement property agree to relinquish partial development rights, to maintain the property, to provide limited public access, and to obtain prior approval for changes or alterations in exchange. MHT promises to protect the property by ensuring continuous compliance with the terms of the historic preservation easement. MHT also offers advice to owners on the correct and best methods of preserving and using their properties. Nineteen properties within the heritage area are protected through historic preservation easements conveyed to and held by MHT (table 5.4).

Patapsco Valley Mill Sites

Many historic properties that are fundamental to the heritage area and to telling its stories are the industrial sites along the Patapsco River. An inventory of industrial sites in the Patapsco Valley along the river from the Baltimore Harbor to Westminster/Parr Springs is found in *A Guide to Patapsco Valley Mill Sites* (Peirce 2004) (table 5.5). Many of the inventoried sites in Howard County are included within the Maryland Inventory of Historic Properties and on the Howard County Historic Sites Inventory. Only a few sites in Baltimore County are included on either the Baltimore County Historic Properties Inventory or on the state inventory. Additional research is needed to further document the location, condition, and significance of most of the sites.

Table 5.4 Patapsco Heritage Area – Maryland Historical Trust Easements

Name	Address or Location	Date Built	Ownership
Baltimore County			
Benjamin Banneker Park	300 Oella Avenue, Oella	NA	Baltimore County
Cowdensville A.M.E. Church	1100 Sulphur Spring Road, Arbutus	1857	private
George Ellicott House	24 Frederick Road, Oella		private
Hilton Mansion	800 S. Rolling Road		Baltimore County
Howard County			
Belmont Manor	6555 Belmont Woods Road, Elkrige		Howard County
Burleigh Cottage	W. White Rose Drive, Ellicott City		
Burleigh Manor	3950 White Rose Way, Ellicott City		
Burleigh Manor Buffer	White Rose Way, Ellicott City	NA	
Ellicott City Station	2711 Maryland Avenue, Ellicott City	1829-1830	Howard County
Ellicott City Colored School	8683 Frederick Road	1880	Howard County
Ellicott City Post Office	8267 Main Street, Ellicott City		Howard County
Friends Meeting House	3771 Old Columbia Pike, Ellicott City	1795	
Howard County Historical Society, Presbyterian Church	8328 Court Avenue, Ellicott City		
Old National Pike #11 Bridge	Frederick Road, Ellicott City		
Old National Pike Milestone #10	Main Street, Ellicott City		
Patapsco Female Institute		1836	Howard County
Pfeiffer’s Corner School	6145 Montgomery Road, Elkrige		
The Lawn	6036 Old Lawyers Hill Road, Elkrige		private
Thomas Isaac Log Cabin	8398 Main Street, Ellicott City	1780 (reconstructed 1988)	Howard County

Table 5.5 Patapsco Heritage Area – Patapsco Valley Mill Sites

Site Name	Patapsco River Stretch					County	Condition/Use	Ownership
	Elkridge	Elkridge to Ilchester	Ilchester to Ellicott City	Ellicott City to Hollofield	Hollofield to Daniels			
Dorsey Paper Mill	X					Howard	uncertain	private
Elkridge Furnace	X					Howard	tavern	MD DNR
Elkridge Paper Mill	X					Howard	no remains	???
Hockley Grist Mill	X					Howard	remnants	private
Viaduct Manufacturing Company	X					Howard	no remains	private
Stowe Mahogany Mill		X				Howard	yes	private
Avalon Mills		X				Baltimore	yes	MD DNR
Orange Grove Flour Mill		X				Baltimore	yes	MD DNR
Catonsville Grist and Saw Mill		X				Baltimore	yes	private
Bloedes Dam		X				Baltimore, Howard	yes	MD DNR
Patterson Viaduct			X			Baltimore, Howard	yes	MD DNR
Cornthwaite's Grist Mill			X			Howard	no remains	MD DNR
Davis Grist and Saw Mill			X			Howard	remnants	MD DNR
Bonnie Branch Mill			X			Howard	uncertain	private
Saint Mary's Grist Mill			X			Howard	remnants	private
Thistle Mill			X			Baltimore	yes	private
Gray's Cotton Mill			X			Baltimore	yes	MD DNR
Ellicott's Lower Mill			X			Baltimore	uncertain	private
Burgess Grist Mill and Wagon Works				X		Howard	yes	private
Atinson Oil and Carding Co.				X		Howard	no remains	private
Hawes Grist Mill				X		Howard	yes	private
Smith's Leather Tannery				X		Baltimore	no remains	private
Mentzell Paper Mill				X		Howard	remnants	private
Ellicott's Iron Mill				X		Baltimore	remnants	private
Union Manufacturing Company				X		Baltimore	yes	private
Union Mill Race				X		Baltimore	yes	MD DNR
Union Mill Dam				X		Baltimore, Howard	remnants	MD DNR
B&O Union Dam Tunnel				X		Baltimore, Howard	yes	private
Union Saw Mill				X		Baltimore	no remains	MD DNR
Ellicotts Upper Mills					X	Baltimore, Howard	no remains	MD DNR
Gardner's Mill					X	Baltimore	yes	private
Ely's Grist Mill					X	Baltimore	no remains	private
Factory Town of Alberton					X	Baltimore	remnants	private
Alberton-Daniels Mill					X	Howard	yes	private

Source: Peirce 2004

5.2 Cultural Resources

Art Centers

Howard County Center for the Arts

The Howard County Center for the Arts in Ellicott City is a multipurpose arts facility offering arts experience to people of all ages, where visitors can take a class, view exhibits, or enjoy a performance. The 27,000 square foot facility features two professional galleries, a black box theatre, three classrooms, meeting and office space, a dance studio, and individual artist studios. The Howard County Arts Council operates the center. The council's mission is to foster the arts in Howard County by nurturing local artists and arts organizations and furthering the public's appreciation of the arts.

Center for Art, Design and Visual Culture at UMBC

The Center for Art, Design and Visual Culture at UMBC in Catonsville is a 4,200 square foot museum space dedicated to the exhibition of art and design, moving images, and material culture. The non-profit organization Center for Art, Design, and Visual Culture (CADVC) operates the museum. The center is dedicated to organizing comprehensive exhibitions; publications of catalogs, CDs, DVDs, and books on the arts; and educational and community outreach projects. Through outreach programming, CADVC encourages public service in response to needs and issues in the surrounding community, collaborating with regional schools, museums, and non-profit organizations through a variety of initiatives.

CCBC Catonsville Center for the Arts

The Catonsville Center for the Arts hosts the performing arts program at the Community College of Baltimore County (CCBC), providing facilities and space needed to support programs in the performing and visual arts.

Albin O. Kuhn Gallery at UMBC

The Albin O. Kuhn Gallery at UMBC serves as one of the principal art galleries in the region. Items from the Special Collections Department, as well as from all over the world are displayed in challenging and informative exhibitions for the university community and the public. Traveling exhibitions are occasionally presented. The gallery also sends some of its exhibits throughout Maryland and the United States.

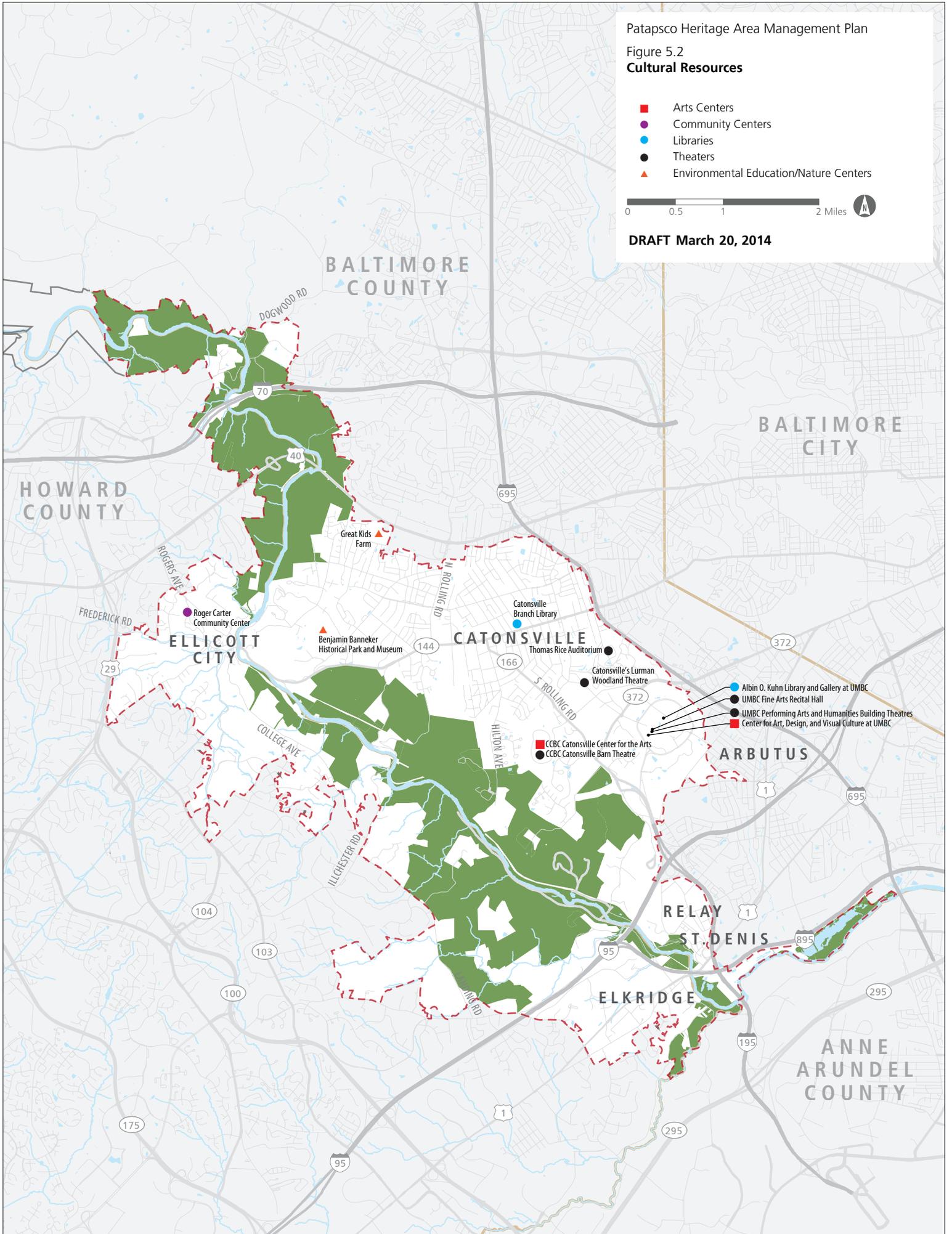
Figure 5.2

Cultural Resources

- Arts Centers
- Community Centers
- Libraries
- Theaters
- ▲ Environmental Education/Nature Centers



DRAFT March 20, 2014



Theatres and Performing Arts Facilities

Catonsville Lurman Woodland Theatre

The Lurman Woodland Theatre is an outdoor community amphitheater located on the grounds of the Catonsville High School Recreation Center. The theatre dates back to 1958 when it was approved by the Baltimore County Board of Education. The current amphitheater and programming are the result of successful community efforts to revive the theatre that began in 1992. Since then, the Friends of Lurman Woodland Theatre have hosted free concerts featuring diverse music of every style for the public on weekends in June, July and August. Guests sit on the grass or bring lawn chairs and blankets for seating.

Thomas Rice Auditorium

The Thomas Rice Auditorium, located on the campus of the Spring Grove Mental Health Hospital and Education Center, is a performing arts space with capacity to seat 750 people. Since its opening in 1936, the auditorium has supported a variety of performing arts and educational programs and events. Currently, the Heritage Players, a Catonsville community theatre group, is based at the Thomas Rice Auditorium.

UMBC Theatres

The Performing Arts and Humanities Building (PAHB) provides new, state-of-the-art facilities for arts and humanities departments and programs at UMBC. The PAHB offers programs to enhance public outreach and to heighten the visibility of the arts and humanities in campus and community life. Performing arts halls include the Proscenium Theatre (275 seats), the Black Box Theatre (120 seats), and the Department of Music Concert Hall (300 seats).

The Fine Arts Recital Hall at UMBC hosts events ranging from international contemporary music groups, to solo faculty performances, to classical vocal ensembles. It is also the location of panel discussions, guest lectures, and occasional dance and visual arts performances. Facilities include several performing arts and visual arts spaces, a sound recording and music performance studio, a dance performance space, a small gallery that showcases student work, and the Center for Art, Design and Visual Culture.

CCBC Catonsville Barn Theatre

The Barn Theatre, located on the CCBC campus, hosts the Catonsville Theatre Company. It is a small flexible performance space for small events.

Libraries

Howard County Library – Miller Branch and Historical Center

The Miller Branch Library is the newest and largest branch of the Howard County Library System. The branch features a collection of a quarter million items, 100 web accessible computers equipped with word processing software, and nine study rooms. Classroom space includes a 3,000 square foot meeting room that can be partitioned, an 800 square foot children’s classroom, and a 700 square foot tech lab.

The Historical Center houses a new initiative sponsored by Howard County, the Howard County Historical Society, and other organizations to leverage funding and expertise for enhanced research opportunities, classes, seminars, and events aimed at bringing to life Howard County’s heritage. The non-lending library of the Howard County Historical Society houses over 4,000 volumes on Howard County and its surrounding communities. The archive contains over 20,000 individual items and numerous collections.

Howard County Library – Elkridge Branch

The Elkridge Branch of the Howard County Library near historic Elkridge opened in 1993. The branch features 44 computers available for public uses, all of which include internet access and word processing software, and a public meeting space. The branch places emphasis on children’s classes.

Baltimore County – Catonsville Branch

The Catonsville Library on Frederick Road is a branch of the Baltimore County Library system, featuring a full service library, the Catonsville Historical Room, and a public meeting room (capacity 100+). It is the third busiest branch library in Baltimore County. Dedicated in 1963, the library is located on the site of the former Castle Thunder – home of the Caton family, founders of Catonsville.

Environmental Education Centers

Enchanted Garden

The Enchanted Garden is a community-based teaching garden located at the Miller Branch of the Howard County Library in Ellicott City. The garden offers opportunities for hands-on demonstrations and participation for all ages focusing on growing and eating healthy local food; environmental science and nutrition education classes; a venue for youth gardens, school gardens, community gardens, families, and junior master gardeners using and maintaining planting areas; and a place for county, state, local community and education organizations to provide expertise, support, and instruction. The demonstration gardening area features a variety of vegetables, herbs, and flowers planted in raised beds.

Great Kids Farm (George F. Bragg Nature Study Center)

Great Kids Farm is a living, working farm that educates students of all ages about healthy eating, sustainable agriculture, and the natural sciences. Owned and operated by Baltimore City Public Schools, the 33-acre farm in Catonsville offers opportunities for thousands of the city’s school students each year to understand and participate in every aspect of food preparation. During the school year as many as 3,000 students go to the farm to volunteer on the land or take tours. Produce from the farm is sold at the Waverly Farmers Market in Baltimore and to area restaurants. The farm was historically the site of an orphanage for colored children, established in 1912 by Reverend George F. Bragg.

5.3 Natural Resources

Physiography and Geology

The Patapsco Heritage Area lies predominantly within the Maryland Piedmont Plateau. The Patapsco River flows through a characteristic piedmont landscape of rolling hills, low ridges, knobs, and numerous stream valleys. Underlying the Piedmont Plateau are hard crystalline rocks – primarily Baltimore gabbro, Ellicott City Granodiorite, and Lower Pelitic Schist, with smaller areas of Baltimore Gneiss, the Setters Formation, metagabbro and amphibolite. These are the dense rocks quarried to build the industrial buildings and homes of the Patapsco Valley and Ellicott City starting in the late 18th century. Outcrops of these rocks are readily seen in the Patapsco Valley State Park along the main stem of the Patapsco River, just south of Ellicott City near the riverbed along the washed-out section of River Road, and along the eastern side of the river valley approximately one-half mile below Union Dam.

The “Fall Line” crosses the heritage area generally along US 1 in the vicinity of Elkridge. The Fall Line is the geomorphic break between the hard crystalline basement rocks of the Piedmont Plateau and the softer Potomac Group sedimentary rocks of the Coastal Plain. Downstream of Elkridge, the Patapsco River flows through the Coastal Plain to the Chesapeake Bay. The Coastal Plain topography is rolling upland to relatively flat terrain. Historically, falls on the Patapsco River marked the Fall Line, and formed the upstream limit of water transportation from the Baltimore Harbor. The falls are no longer visible due to sedimentation in the river.

Rivers and Streams

The Patapsco River is the primary natural feature within the heritage area. From above Daniels to below its confluence with Deep Run near Elkridge, the river flows for 15.9 miles, dropping approximately 220 feet from an elevation around 220’ to a few feet above sea level. For 14.7 miles the river flows within Patapsco Valley State Park.

Major tributaries in Howard County (along the west shore) include Sucker Branch, Hudson Branch, Tiber Branch, Bonnie Branch, Rockburn Branch, and Deep Run. In Baltimore County (along the east shore),

major tributaries include Brice Run, Bens Run, Dogwood Run, Cedar Branch, Miller Branch, Cooper Branch, Thistle Run, Sawmill Branch, Santee Branch, Bull Branch Soapstone Branch, and Herbert Run.

Maryland’s designated uses for surface waters in the heritage area are:

- Patapsco River – Use Class IV: Recreational Trout Waters
- Brice Run – Use Class III: Nontidal Cold Water
- All Other Tributaries – Class I: Water Contact Recreation, and Protection of Nontidal Warmwater Aquatic Life

Designated uses for each use class are shown in table 5.6. Recent water quality assessment data collected and analyzed by MD DOE indicates that water quality in the heritage area has improved over the past decade (Maryland 2012c) (table 5.7).

- The Patapsco River and its tributaries within the heritage area meet most water quality standards for their use class and are classified for most parameters as “Category 2 Clean Streams”.
- Bacterial contamination continues to be a problem for water contact sports in the Patapsco River downstream of US 1; a total maximum daily load (TMDL) was approved in 2009 to address this problem.

Stream channelization due to urban development is a major stressor affecting biological integrity of the river and its tributaries throughout the heritage area.

Table 5.6 Patapsco Heritage Area Streams – Maryland Waters Designated Use Classes

Designated Uses	Use Class IV	Use Class III	Use Class I
	Patapsco River	Brice Run	All Other Tributaries
growth and propagation of fish (not trout), other aquatic life and wildlife	■	■	■
water contact sports	■	■	■
leisure activities involving direct contact with surface water	■	■	■
fishing	■	■	■
agricultural water supply	■	■	■
industrial water supply	■	■	■
propagation and harvesting of shellfish			
seasonal migratory fish spawning and nursery use			
seasonal shallow-water submerged aquatic vegetation use			
open-water fish and shellfish use			
seasonal deep-water fish and shellfish use			
seasonal deep-channel refuge use		■	
growth and propagation of trout			
capable of supporting adult trout for a put and take fishery	■		
public water supply			

Table 5.7 Patapsco Heritage Area Streams – Water Quality Assessment Summary (2012)

Parameter	Water Body	Designated Use Assessed	Cause	Source	Notes/Priority
Category 2 Clean Streams (meeting water quality standards for which they have been assessed and no use is threatened)					
Bacteria	river/tributaries upstream of US 1	water contact sports	E. coli (indicator)	sanitary sewer overflows	low
Metals	river/tributaries	aquatic life and wildlife	arsenic, mercury, zinc, nickel, lead, copper, chromium, cadmium		WQA approved for some metals (2005)
Nutrients	river/tributaries	aquatic life and wildlife	phosphorus		WQA approved (2009)
PCBs	river main stem above I-70	fishing	PCBs		delisted (not impaired in 2012)
Toxics	river/tributaries	aquatic life and wildlife	selenium		WQA approved (2006)
Category 3 indeterminate (additional data to be collected to determine if any water quality standard is being attained)					
PCBs	river main stem below I-70	aquatic life and wildlife	PCBs		will be collecting fish tissue
Category 4a (impaired but a TMDL has been approved by EPA to establish loading limits to bring into compliance)					
Sediments	river/tributaries	aquatic life and wildlife	total suspended solids (TSS)	urban runoff/storm sewers	TMDLs approved (2011)
Bacteria	river/tributaries downstream of US 1	water contact sports	E. Coli (indicator)	sanitary sewer overflows	TMDL approved (2009)
Category 4c (impaired but impairment is not caused by a conventional pollutant)					
Stream Modifications	1 st through 4 th order streams	aquatic life and wildlife	channelization	urbanized high density areas	
Category 5 (impaired and a TMDL is required to establish pollutant loading limits to bring into compliance)					
Ions	river/tributaries	aquatic life and wildlife	chlorides, sulfates	urban runoff/storm sewers	high (TMDL in 2 years)

Source: Maryland 2012c

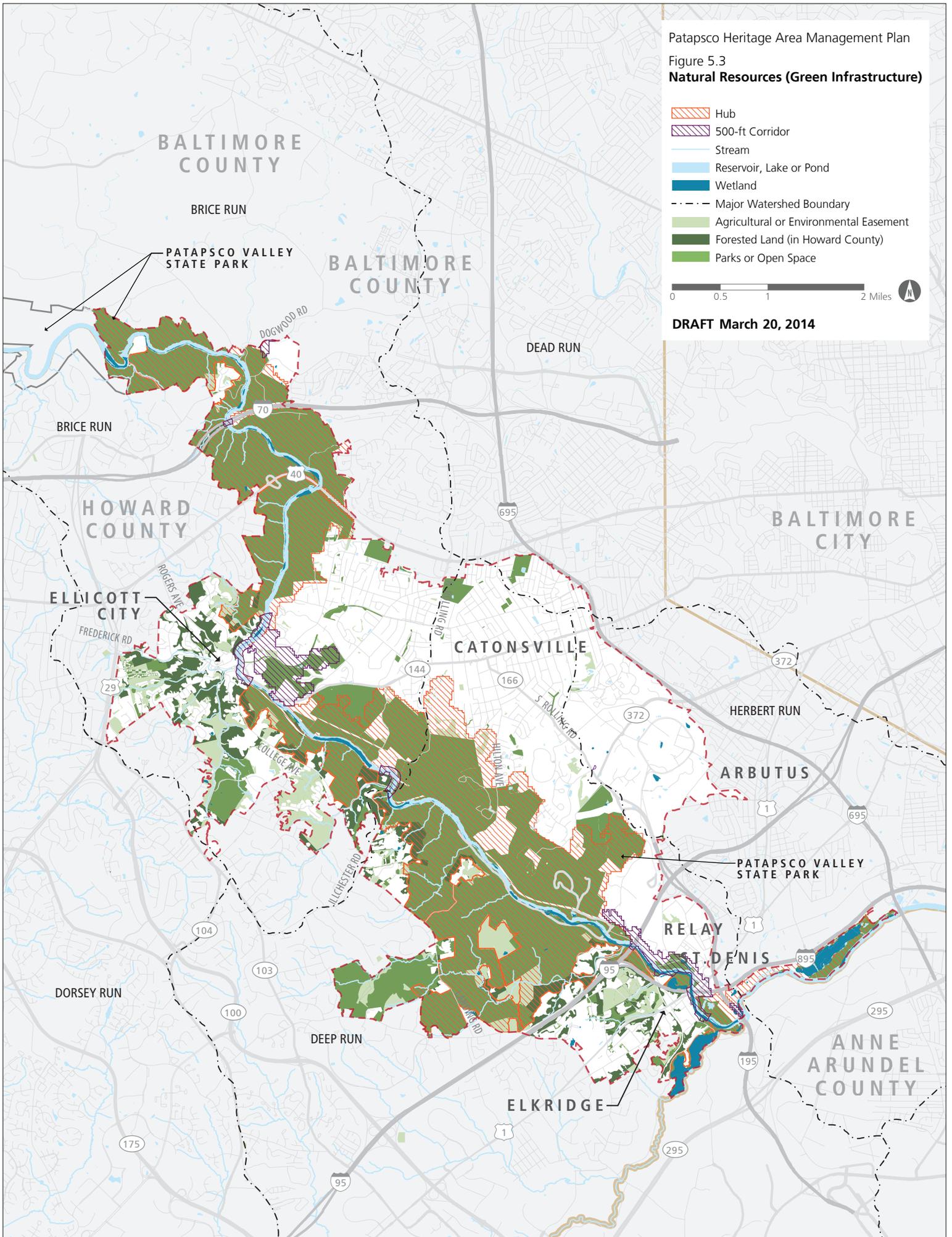
- Risks of PCB contamination in the Patapsco River downstream of US 1 remain indeterminate, requiring additional assessment of PCB levels in fish tissue; recent studies have supported delisting the river main stem above US 1, designating it “Category 2 Clean Stream” for PCBs in that basin section.
- Sedimentation from urban runoff continues to be a water quality problem throughout the heritage area; total maximum daily loads (TMDLs) for total suspended solids (TSS) were approved in 2011 to address this problem.
- Chloride and sulfate contamination from urban runoff are the highest priority for water quality management; the river and its tributaries are designated “impaired” for their designated use (aquatic life and wildlife); MD DOE has placed a high priority on developing TMDLs by the end of 2014.

Patapsco Heritage Area Management Plan
 Figure 5.3
Natural Resources (Green Infrastructure)

-  Hub
-  500-ft Corridor
-  Stream
-  Reservoir, Lake or Pond
-  Wetland
-  Major Watershed Boundary
-  Agricultural or Environmental Easement
-  Forested Land (in Howard County)
-  Parks or Open Space

0 0.5 1 2 Miles 

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Several studies by Baltimore County and Howard County, with assistance from many partners in the community, have focused on identifying water quality issues, devising strategies to address issues, and implementing restoration strategies:

- Tiber Hudson Subwatershed Restoration Action Plan (Center for Watershed Protection 2013)
- Lower Patapsco River Small Watershed Action Plan (Baltimore County 2012)
- Assessing the Rockburn Branch Subwatershed of the Lower Patapsco River for Restoration Opportunities (Howard County 2006a)
- Assessing the Sucker Branch Subwatershed of the Lower Patapsco River for Restoration Opportunities (Howard County 2006b)
- Lower Patapsco River Watershed Restoration Action Strategy (Howard County 2006c)
- Biological Assessment of the Patapsco River Tributary Watersheds, Howard County, Maryland (Howard County 2005)
- Deep Run and Patapsco River Stream Corridor Survey (Maryland 2005b)

PHG, Inc. has participated as a partner in most of these watershed management planning efforts.

Floodplains

Floodplains occur along the Patapsco River and its tributaries and are typically confined and narrow. In the Coastal Plain, floodplains are wider. The largest floodplain area in the heritage area occurs along Deep Run and along the Patapsco River below its confluence with Deep Run.

Hydric soils also prone to flooding are more dispersed in the heritage area, although they are most concentrated within the Tiber Branch, Hudson Branch, Rockburn Branch, and Deep Run subwatersheds in Howard County.

Wetlands

Throughout most of the heritage area, wetlands are uncommon. Freshwater pond wetlands occur in upland depressions on the plateau above the Patapsco River in numerous locations. Narrow riverine wetlands occur in the floodplain of the Patapsco River along most of its length (USDI, FWS). Lacustrine floodplains have formed above Bloedes Dam and above the former Illchester Mill due to reduced currents and ensuing sediment deposition.

In the Coastal Plain portion of the heritage area (south of US 1), freshwater emergent wetlands and freshwater forested/shrub wetlands occur along Deep Run and along the Patapsco River (figure 5.3). These wetlands have formed due to channel morphology changes which slow flow velocity and lead to sediment deposition. Most of these wetlands are forested, dominated by oak, sweetgum, red maple, and in some places willow and alder.

The supporting hydrology of the heritage area’s wetlands is primarily groundwater or a combination of groundwater and overbank flooding. At the base of slopes, wetland formation is also supported by seepage from the adjoining hillside.

Soils

Soil type and moisture conditions greatly affect how land may be used and the potential for vegetation and habitat within the heritage area. Soils are also a determining factor for water quality in the Patapsco River and its tributaries. Local soil conditions vary greatly from site to site, and where development has occurred natural soil conditions are typically altered. Within the heritage area prime agricultural soils are generally found on the gently sloping uplands above the Patapsco River, with the greatest area of undisturbed soils in the Rockburn Branch subwatershed. Stony soils and soils that have shallow bedrock are concentrated along the Patapsco River within Patapsco Valley State Park. A large area of soils with shallow bedrock is found outside the park immediately north of Bonnie Branch. Hydric soils – which are generally poorly drained – are scattered within the heritage area, with large concentrations found in the Tiber Branch and Hudson Branch subwatersheds. Elsewhere soils have generally favorable conditions for most uses, although slopes tend to be greater than 8 percent (Maryland 2005).

Vegetation

Five general vegetation communities are found within Patapsco Valley State Park: upland mixed hardwood, bottomland mixed hardwood, freshwater wetland, cultivated fields/pastures, and old field and pine plantation (Maryland 1998). Hardwood forest is the dominant community found in the park’s forest (table 5.8). Cultivated fields/pastures in Patapsco Valley State Park include grass playing fields, picnic areas and roadsides as well as agricultural lands. Pine plantations are composed generally of white pine.

Table 5.8 Patapsco Valley State Park – Hardwood Forest Communities

Association	Dominant Canopy Species	Other Canopy and Understory Species	Dominant Shrubs, Herbs and Vines
Upland Mixed Hardwoods	Tulip Poplar, White Oak, Scarlet Oak	Chestnut Oak, Pin Oak, Red Maple, Hickory, Black Oak, Flowering Dogwood, Black Cherry	Huckleberry, Blueberry, Japanese Honeysuckle, Poison Ivy, Virginia Creeper, Mountain Laurel, Autumn Olive
Bottomland Mixed Hardwoods	Sycamore, Tulip Poplar	Red Maple, American Elm, Green Ash, Ironwood	Poison Ivy, Japanese Honeysuckle, Virginia Creeper, Jewelweed, Spicebush, Boxelder

Source: Maryland 1998

Green Infrastructure

The heritage area’s “green infrastructure” encompasses its network of interconnected forests, waterways, meadows, wetlands, and other natural areas (figure 5.3). This green infrastructure helps support the heritage area’s native plant and animal species, maintain natural ecological processes, sustain air and water resources, and contribute to the health and quality of life for residents and visitors. MD DNR has mapped “green infrastructure” throughout the state (MD 2003); building on this effort, Howard County has implemented a *Green Infrastructure Network Plan* (Howard County 2012a) designed to further define, protect, and enhance a green infrastructure network that includes and links the county’s most ecologically significant natural areas.

The basic building blocks of the green infrastructure network are hubs and corridors.

- **Hubs** are large, unbroken blocks of forest and wetland habitat that support unique and rare forest communities, unmodified wetlands, rare or sensitive species locations, biologically important rivers and streams, and existing conservation lands managed for natural values.
- **Corridors** are habitat highways that allow for the movement of animals, plant seeds, water, and other important natural processes between hubs. Many species depend on corridors to meet their migratory needs, particularly as habitat requirements shift due to feeding or breeding lifecycle stages or environmental changes, such as those resulting from global climate change.

The basic criteria for mapping hubs are:

- interior forests of at least 250 acres in Baltimore County and 50 acres in Howard County, each with a 300-foot buffer
- wetlands of at least 100 acres in Baltimore County and 25 acres in Howard County, each with a 100-foot buffer
- county and state parkland and open space that contains interior forest and wetland resources
- forest, parkland, and open space adjacent to interior forest and wetland resources

Within the heritage area there are four hubs along the Patapsco River and its tributaries, encompassing approximately 6,250 acres (40% of the heritage area). One hub extends from Daniels to above Oella, one extends from below Ellicott City to I-95, one is a small hub along the Patapsco River between I-95 and US 1, and one extends along the Patapsco River south of US 1. Corridors within the heritage area connect the four hubs, encompassing approximately 400 acres (3% of the heritage area).

Fish

Bass, channel catfish, white perch, smallmouth bass, largemouth bass, bluegill, dace, minnows, shiners, darters, and American eel are most commonly found in the Patapsco River and many of its tributaries. The river is also stocked with trout during certain seasons. The Maryland Biological Stream Survey (MBSS) sampled fish populations in the lower North Branch Patapsco River watershed in 1995, 1996, and 2000 (Maryland 2005). The MBSS assessments focused on the condition and diversity of the fish

community. Sites on Deep Run and its tributaries and Rockburn Branch were ranked as good or fair. One site on Tiber Branch also ranked as fair.

Anadromous fish spawning has been documented in two locations: on the main stem downstream of Rockburn Branch and in Deep Run (Maryland 2005). These fish species require fresh nontidal waters for spawning but live most of their lives in higher salinity water, such as the Chesapeake Bay. Herring, white perch and yellow perch have been documented in the Patapsco River as far upstream as the Rockburn Branch area (Maryland 2005). Spawning has also been documented in Deep Run about one mile upstream from its confluence with the Patapsco River (Maryland 2005). Fish ladders are located at Bloede Dam and Daniels Dam.

Wildlife

Forest blocks composing the green infrastructure hubs within the heritage area, largely within Patapsco Valley State Park, provide habitat for diverse mammals and forest interior dwelling birds. Within Patapsco Valley State Park, there are confirmed sightings of twenty-three different species of mammals, sixteen probable or unconfirmed sightings of mammal species, and thirteen possible mammal species. Included in the confirmed sightings are a cougar and bears. Coyotes have also moved back into the park in recent years.

The Patapsco Valley State Park also has a diverse population of birds. There are eighty-five confirmed sightings of different bird species, thirteen bird species that are unconfirmed sightings, and fourteen bird species that can possibly be found within the park. Among the confirmed sightings of bird species are bald eagle, great blue heron, and various forest interior dwelling birds.

5.4 Recreation Resources

Patapsco Valley State Park

Patapsco Valley State Park extends along 32 miles of the Patapsco River, encompassing 16,043 acres and nine recreational areas. Approximately 14.7 miles (46%) and 5,346 acres (33%) are within the heritage area.

Developed Day-Use Areas

Four of the park's five developed day-use areas are within the heritage area (table 5.9). Recreational opportunities include hiking, fishing, camping, canoeing, horseback riding, and bike riding, as well as picnicking for individuals or large groups in the park's many picnic shelters.

Table 5.9 Patapsco Valley State Park – Recreation Opportunities at Day-Use Areas

Daniels Area (partially developed)	
Entrance Location	from Daniels Road (Howard County)
Amenities	<ul style="list-style-type: none"> - soft launch boat access - parking
Trails	<ul style="list-style-type: none"> - Thru Trail - Old Main Line Trail - numerous unnamed trails
Things to Do	<ul style="list-style-type: none"> - hiking - biking – Biking is permitted on all trails in the area. - boating – There is a soft launch for paddlers. - fishing – The river is accessible from the Old Main Line Trail and the Thru Trail. - swimming – Unguarded swimming and tubing are permitted all along the river, except where posted as closed. - overlook – An unnamed trail provides access to the Daniels Mill overlook.
Hollofield Area	
Entrance Location	from Route 40 (Baltimore National Pike) (Howard County)
Amenities	<ul style="list-style-type: none"> - visitor contact facility (at park headquarters) - 10 shelters (reservations required) - picnic tables - playground (fully accessible) - family campground (73 campsites, some with electric hook-ups, some handicapped accessible, all with a picnic table and fire ring) (open first Friday in April and closes last full weekend in October) - restrooms - parking
Trails	<ul style="list-style-type: none"> - Old Ranger Trail (1.5-mile loop trail) - Peaceful Pond Trail (0.1 mile) - Union Dam Trail (0.3 mile) - River Ridge Trail (0.2 mile) - Campground Connector Trail
Things to Do	<ul style="list-style-type: none"> - picnicking (at shelters and individual picnic tables) - camping - hiking - fishing – The river is accessible from Union Dam Trail and River Ridge Trail. Fishermen may also access the river where Old Frederick Road crosses the river. A dirt parking area adjacent to the bridge and railroad tracks provides parking for fishermen wishing to use the area. - swimming – Unguarded swimming and tubing are permitted all along the river, except where posted as closed. - overlook – The area provides a sweeping view of the Patapsco Valley.
Admin Facilities	<ul style="list-style-type: none"> - park headquarters - park maintenance complex
Pickall Area (seasonal weekend operation, May through September)	
Entrance Location	from Johnnycake Road (Baltimore County)
Amenities	<ul style="list-style-type: none"> - 11 shelters (large, suitable for corporate picnics, family reunions, and other large gatherings) (reservations req) - playgrounds - basketball court - sand volleyball court - restrooms - parking

Table 5.9 Patapsco Valley State Park – Recreation Opportunities at Day-Use Areas

Pickall Area (seasonal weekend operation, May through September) (continued)	
Trails	- trail along area picnic area perimeter (unmaintained)
Things to Do	- picnicking (at shelters) - outdoor play - hiking
Hilton Area	
Entrance Location	from Hilton Avenue (Catonsville)
Amenities	- visitor contact station - 6 shelters (reservations required) (available year round) - picnic tables - recycled tire playground (2 acres, for children age 5 to 12) - nature center (meeting point for park interpretive programs) - family campground (12 tent camping sites, no electricity) (6 single room camper cabins) (playground) - youth group campground (4 group tent camping sites) - restrooms - parking
Trails	- Forest Glen Trail (0.6 mile) (foot trail only) - Kid's Nature Trail - Santee Trail (2.4 miles) - Pigs Run Trail (0.2 mile) (foot trail only) - Charcoal Trail (0.7 mile) - Saw Mill Branch Trail (0.9 mile) (partly foot trail only) - Buzzards Rock Trail (foot trail only) - Grist Mill Trail (2.5 miles)
Things to Do	- picnicking - camping - hiking - biking – Biking is permitted on all trails, except for a portion of the Vineyard Spring Trail. - fishing – The river is accessible from the Grist Mill. - swimming – Unguarded swimming and tubing are permitted all along the river, except where posted as closed. - overlooks – The Grist Mill Trail provides several overlooks of the Patapsco River. The Sawmill Branch-Buzzard's Rock Loop Trail provides excellent views of the river and Bloedes Dam.
Glen Artney Area	
Entrance Location	from Glen Artney Road and River Road via the Avalon park entrance (via South Street off US 1 in Saint Denis, Baltimore County)
Amenities	- 8 shelters (reservations required) - Lost Lake picnic area (fully accessible for fishing and picnicking) - restrooms - parking
Trails	- Vineyard Springs Trail - Soapstone Trail - Bull Run Trail - Santee Trail (2.4 miles) - Grist Mill Trail (2.5 miles)

Table 5.9 Patapsco Valley State Park – Recreation Opportunities at Day-Use Areas

Glen Artney Area (continued)	
Things to Do	<ul style="list-style-type: none"> - picnicking (at shelters and individual picnic tables) - hiking - biking – Biking is permitted on all trails, except for the Vineyard Springs Trail. - fishing – The river is accessible from the Grist Mill. Fishing is permitted in Lost Lake. - swimming – Unguarded swimming and tubing are permitted all along the river, except where posted as closed. - overlooks – The Grist Mill Trail provides several overlooks of the Patapsco River.
Orange Grove Area	
Entrance Location	from River Road via the Avalon park entrance(via South Street off US 1 in Saint Denis, Baltimore County)
Amenities	<ul style="list-style-type: none"> - 2 shelters (reservations required) - picnic tables - restrooms - parking
Trails	<ul style="list-style-type: none"> - Ridge Trail - Cascade Trail - Old Track Loop Trail
Things to Do	<ul style="list-style-type: none"> - picnicking (at shelters and individual picnic tables) - hiking - biking – Biking is permitted on all trails in the area, except for one section of the Ridge Trail. The Cascade Trail is popular for experienced to advanced mountain biking. - fishing – The river is accessible from River Road. - swimming – Unguarded swimming and tubing are permitted all along the river, except where posted as closed. - overlooks – The Cascade Trail and Ridge Trail provides several overlooks of the Patapsco River.
Avalon Area	
Entrance Location	from River Road via the Avalon park entrance(via South Street off US 1 in Saint Denis, Baltimore County)
Amenities	<ul style="list-style-type: none"> - 1 shelter (reservations required) - picnic tables - soft launch boat access - restrooms - parking
Trails	<ul style="list-style-type: none"> - Rockburn Trail - Morning Choice Trail - Valley View Trail (foot trail only)
Things to Do	<ul style="list-style-type: none"> - picnicking (at the shelter and individual picnic tables) - hiking - biking – Biking is permitted on all trails in the area, except for the Valley View Trail. - fishing – The river is accessible from River Road. - swimming – Unguarded swimming and tubing are permitted all along the river, except where posted as closed. - overlooks – The Valley View Trail provides several overlooks of the Patapsco River and the Patapsco River Valley.

Patapsco Heritage Area Management Plan

Figure 5.4

Recreation Resources

Parks

- Patapsco Valley State Park
- County Parks and Recreation Centers
- Golf Course (Private)

Public Trails and Trailheads

- Grist Mill Trail
- Trolley Line #9 Trail
- #8 Streetcar Path
- Other Trails (trails in Patapsco Valley State Park in Baltimore county not shown)

Trailheads

- Public Campgrounds
 - Tent, RV, and Cabin Camping
 - Tent and RV Camping
 - Youth Group Camping

Picnic Areas

- Picnic Area

Scenic River Overlooks and Settings

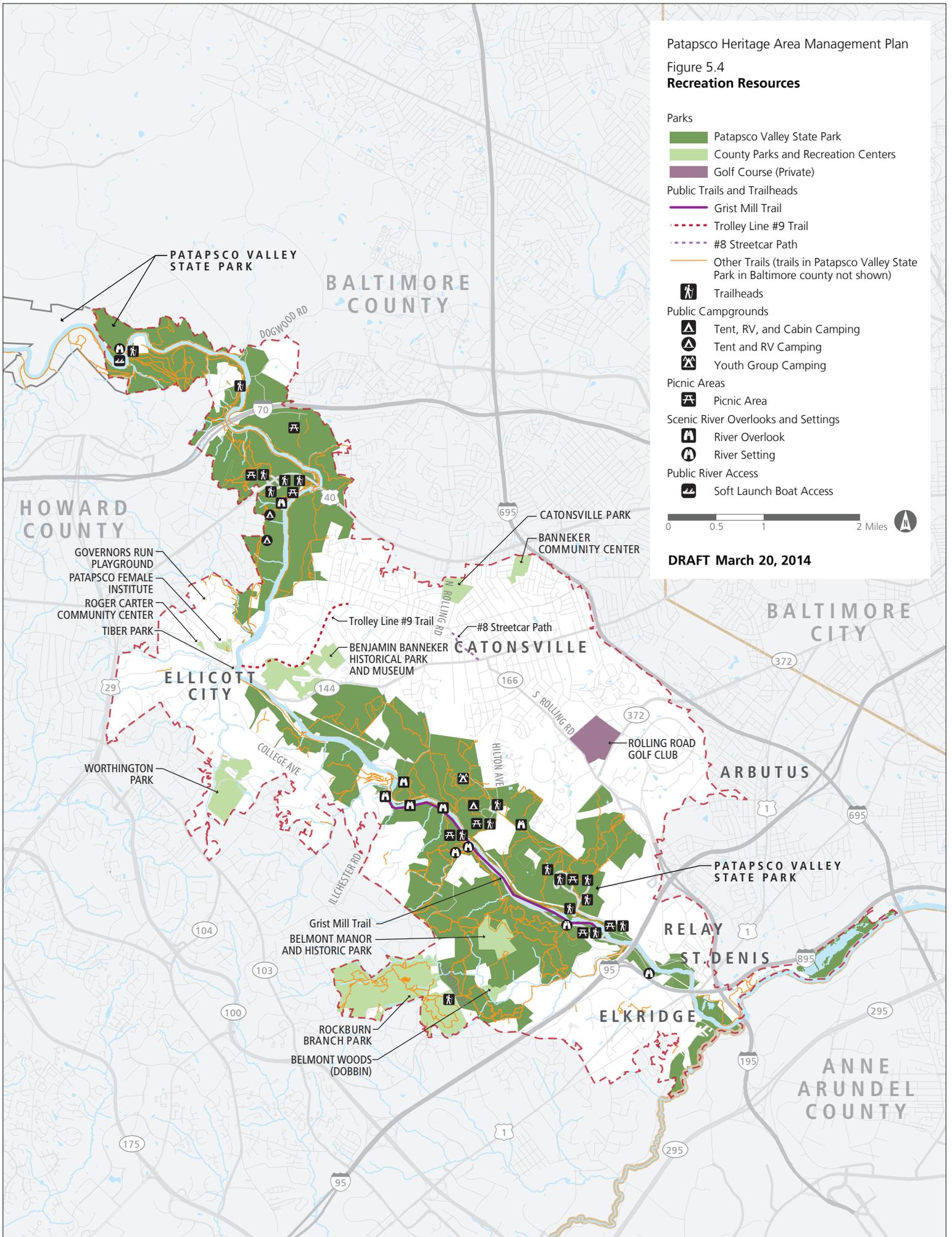
- River Overlook
- River Setting

Public River Access

- Soft Launch Boat Access



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Grist Mill Trail

A major attraction within the park, in addition to the developed day-use areas, is the Grist Mill Trail, a paved multi-purpose trail extending for 2.5 miles from Ilchester Road to Lost Lake in Patapsco Valley State Park. The trail runs alongside the Patapsco River on its east side in Baltimore County. It offers scenic views of flowing water, rapids, and rocks, as well as opportunities to see numerous historic mill sites. Other places to visit along the trail are Lost Lake, the Swinging Bridge, Bloedes Dam, and the footbridge at Ilchester Road. The trail is handicapped accessible, offering all types of visitors an opportunity to use it. Paralleling the paved trail is a 3-foot wide gravel horse path. Trail access is from Ilchester Road, the Orange Grove Area, and Lost Lake in the Avalon Area. Parking demand frequently exceeds capacity year-round on weekends at Ilchester Road and during summer months in the Orange Grove area and at Lost Lake.

Mill Race Trail and Rock Haven Trail

Another popular trail within the park, located outside of the developed day-use areas, is the Mill Race Trail. The Mill Race Trail is a mile-long dirt footpath along the levee from Union Dam towards Oella, on the Baltimore County side of the Patapsco River across from the Hollofield developed area. The trail follows the longest mill race in the country. Public access to the Mill Race Trail is via a steep spur trail from the Rock Haven Trail, a 0.5-mile trail that follows an abandoned section of the old Rock Haven Road.

Baltimore County and Howard County Parks

Several county parks in the heritage area offer residents and visitors opportunities for a wide variety of recreation activities (table 5.10). Primary among these are Benjamin Banneker Historical Park and Museum (138 acres) in Baltimore County and Rockburn Branch Park (415 acres) in Howard County.

Patapsco Heritage Trail

The Patapsco Heritage Trail is an on/off road trail that connects Ellicott City/Catonsville to the BWI Trail. From Ellicott City the on-road section of the trail follows Frederick Road to Ilchester where it enters Patapsco Valley State Park. Through the state park it follows the Grist Mill Trail. South of the state park, it follows an existing bike route on backcountry roads to the BWI Trail. From the BWI Trail connections are possible to Annapolis, to the East Coast Greenway (running from Calais, ME, to the Florida Keys), and to the American Discovery Trail (running from Lewes, DE, to Point Reyes, CA).

Catonsville Area Rail Trails

Catonsville Rails to Trails, Inc. is working with Baltimore County and MD DOT to provide an interconnected network of rail trails and bike lanes that will ultimately link the Gwynns Falls Trail (which begins at the Baltimore Inner Harbor) with Ellicott City and Patapsco Valley State Park. Two existing rail trail links, maintained by Catonsville Rails to Trails, Inc., are within the Patapsco Heritage Area.

Trolley Line #9 Trail

The #9 Trolley Trail is located at the end of Edmonson Avenue near Chalfonte Drive in Catonsville. The trail is a paved 1.5-mile trail connecting Frederick Road and Edmondson Avenue. An on-road bike lane (1.4 miles) along Edmondson Avenue to the east connects the trail to the #8 Streetcar Path. Sidewalks (0.2-mile) to the west connect the trail to Ellicott City. On-street parking is available to the east on Chalfonte Drive, Stonewall Road, and Edmondson Avenue, and to the west at a trailhead parking facility on Oella Drive in Ellicott City.

#8 Streetcar Path

The #8 Streetcar Path is located between the 1600 block of Frederick Road and Edmondson Avenue in Catonsville. The path is 0.4 mile long and is paved. An on-road bike lane (1.4 miles) along Edmondson Avenue connects the path to the Trolley Line #9 Trail. Future plans call for connecting the #8 Streetcar Path to 1) the Gwynns Falls Trail via bike lanes along Edmonson

Table 5.10 Baltimore County and Howard County Parks – Recreation Opportunities

Benjamin Banneker Historical Park and Museum (138 acres)	
Entrance Location	300 Oella Avenue, Oella (Baltimore County)
Amenities	<ul style="list-style-type: none"> - visitor center and museum - picnic shelter - picnic area
Trails (6 miles)	<ul style="list-style-type: none"> - Ridge Trail - Power Line Trail - Outer Loop Trail - Heritage Loop - Main Nature Trail - Ice Pond Trail - Trolley Line #9 Trail
Catonsville Community Park	
Entrance Location	501 North Rolling Road, Catonsville (Baltimore County)
Amenities	<ul style="list-style-type: none"> - picnic area - playground - tennis courts - sand volleyball courts - ball fields - restrooms - trails
Banneker Community Center	
Entrance Location	27 Main Avenue, Catonsville (Baltimore County)
Amenities	<ul style="list-style-type: none"> - community center - picnic area - playground - ball fields - restrooms

Table 5.10 Baltimore County and Howard County Parks – Recreation Opportunities

Belmont Manor and Historic Park (86 acres)			
Entrance Location	6555 Belmont Woods Road, Elkridge (Howard County)		
Amenities	- manor house (available for rent for meetings and special events) - other facilities under development		
Trails	- trails under development		
Patapsco Female Institute			
Entrance Location	3655 Church Road, Ellicott City (Howard County)		
Amenities	- natural area - pavilion - picnic tables - portable toilet		
Tiber Park			
Entrance Location	8061 Main Street, Ellicott City (Howard County)		
Amenities	- benches		
Rockburn Branch Park (415 acres)			
Entrance Location	West Area – 6105 Rockburn Branch Park Road, Elkridge (Howard County) East Area – 5400 Landing Road, Elkridge (Howard County)		
Amenities	<table border="0"> <tr> <td style="vertical-align: top;"> West Area - 1 multipurpose field - 2 micro fields - 4 tennis courts (lighted) - 6 ball fields (2 lighted) - 18-hole disc golf course - 2 basketball courts (lighted) - benches - playground - natural areas - pavilion - restrooms - portable toilets - parking - horse trailer parking - park office </td> <td style="vertical-align: top; padding-left: 20px;"> East Area - 2 multipurpose synthetic turf fields - 4 ball fields (2 lighted) - benches - bike skills park - playground - natural areas - picnic tables and grills - drinking fountains - restrooms - parking </td> </tr> </table>	West Area - 1 multipurpose field - 2 micro fields - 4 tennis courts (lighted) - 6 ball fields (2 lighted) - 18-hole disc golf course - 2 basketball courts (lighted) - benches - playground - natural areas - pavilion - restrooms - portable toilets - parking - horse trailer parking - park office	East Area - 2 multipurpose synthetic turf fields - 4 ball fields (2 lighted) - benches - bike skills park - playground - natural areas - picnic tables and grills - drinking fountains - restrooms - parking
West Area - 1 multipurpose field - 2 micro fields - 4 tennis courts (lighted) - 6 ball fields (2 lighted) - 18-hole disc golf course - 2 basketball courts (lighted) - benches - playground - natural areas - pavilion - restrooms - portable toilets - parking - horse trailer parking - park office	East Area - 2 multipurpose synthetic turf fields - 4 ball fields (2 lighted) - benches - bike skills park - playground - natural areas - picnic tables and grills - drinking fountains - restrooms - parking		
Trails	- natural trails (6.6 miles) - paved pathway (1.85 miles)		
Roger Carter Community Center (46,000 square feet)			
Entrance Location	3000 Milltowne Drive, Ellicott City (Howard County)		
Amenities	- swimming and diving pool - basketball and volleyball courts - classrooms - fitness and exercise rooms - climbing wall - restrooms/locker rooms - parking		

Table 5.10 Baltimore County and Howard County Parks – Recreation Opportunities

Worthington Dog Park	
Entrance Location	8170 Hillsborough Road, Ellicott City (Howard County)
Amenities	<ul style="list-style-type: none"> - off-lease large dog area - off-lease small/timid dog area - fenced areas (for rent and dog training) - benches - restroom - parking
Governor’s Run Playground	
Entrance Location	3348 Governor Howard Drive, Ellicott City (Howard County)
Amenities	- playground

Avenue, and 2) to the Catonsville Short Line Trail (in east Catonsville) via bike lanes along Frederick Road. Parking is available at the intersection of Edmonson and Dutton Avenue and throughout the Catonsville Junction business district at several small public parking areas.

Rolling Road Golf Club (private)

Rolling Road Golf Club, originally established as the Catonsville Country Club, has been long standing recreation resource for the Catonsville community. The original clubhouse was built on the property in 1828 – then the Glenn James Estate. The club’s championship 18-hole golf course – located on the highest point in Catonsville – was designed by Willie Park, Jr. and constructed in 1921. Other facilities include an Olympic size pool and wading pool and dining room. The club is available for rent for weddings and special events to members and non-members.

Recreation Experiences

Hiking

The heritage area contains a well-developed network of hiking trails offering residents and visitors a wide variety of hiking experiences. Trail opportunities are summarized in the above descriptions of the Patapsco Valley State Park day-use areas, Rockburn Branch Park, Benjamin Banneker Park, and the Catonsville Area Rail Trails.

Biking and Mountain Biking

Bikes are permitted on most trails in Patapsco Valley State Park, Benjamin Banneker Historical Park and Museum, and Rockburn Branch Park, as well as on the Catonsville Area Rail Trails. Mountain biking is particularly popular in the Rockburn Branch Park and the nearby sections of Patapsco Valley State Park in Howard County. A bike skills park is available at Rockburn Branch Park.

Horseback Riding

Extensive horseback trail riding opportunities exist on trails within Patapsco Valley State Park. In general horses are permitted on park trails except for those designated “foot trail only” (which occur largely in the Glen Artney section of the park). The popular Grist Mill Trail has a horse path alongside the paved path. Additional horseback riding opportunities are available at Howard County’s Rockburn Branch Park.

Camping

Camping opportunities within the heritage area are offered at the Hollofield Area and the Hilton Area in Patapsco Valley State Park. A family campground with 73 campsites offering a combination of tent and RV sites is available at Hollofield. At Hilton, a smaller family campground offers 12 tent only campsites, six cabins, and four youth group camping sites.

Boating

The Patapsco River provides a variety of non-motorized boating opportunities. Canoes and kayaks are frequently used along many river stretches during normal flows. A soft boat launch for canoes and kayaks is located at Daniels and at Avalon. Visitors frequently launch boats from informal launching spots along the riverbank in the Orange Grove and Avalon sections of the park.

Swimming and Tubing

Visitors swim and tube in many sections of the Patapsco River. Popular areas where visitors access the river include the Hollofield, Orange Grove, and Avalon Areas. Other swimming spots occur along trails that closely parallel the river.

Fishing

There are a variety of fishing opportunities within the heritage area. The Patapsco River is stocked with trout during certain seasons and access to the river for fishermen is possible from roads and trails within the park (table 5.9). Bass and other fish are found in the river. At Lost Lake in the Glen Artney day-use area, visitors with disabilities can have a fully accessible fishing experience as can seniors and young children. Fishing opportunities are also offered at Howard County’s Rockburn Branch Park.

Hunting

There is a variety of small game animals and birds, as well as a large deer population within the heritage area. Most of the hunting opportunities are in Patapsco Valley State Park where hunting is permitted in certain areas. There are very limited opportunities to hunt on private land.

Rock Climbing

There are several areas within Patapsco Valley State Park where granite quarries and rock outcroppings provide opportunities for rock climbing. There is a well-known climbing area at Illchester Rocks, just upstream of the Bloedes Dam in the Orange Grove area of the park.

5.5 Heritage Places to Visit

Popular Places to Visit

Historic Ellicott City

Ellicott City, nestled in a narrow valley along the Patapsco River, is a very popular destination among area residents and visitors, attracted by the historic town's restaurants, antique shops, eclectic boutique shops, coffee shops, a tea room, wine stores, bed and breakfast inns, and numerous historic sites. Founded in 1772 by the Ellicott Brothers, the city was historically one of the largest milling and manufacturing towns in the country, harnessing the power of the Patapsco River as its power source and drawing upon the resources of the surrounding rural countryside. For over a century, the community remained the center of activity for the industrial enterprises that grew up along the Patapsco River from Elkridge to Marriottsville. The community thrived as a residence for workers, an important train depot on the metropolitan branch of the B&O Railroad, a stopping point along the Old National Road (Main Street), and as the county seat of Howard County. Today, Ellicott City features a carefully preserved downtown district with an outstanding array of historic buildings built of native granite. Ellicott City has been ranked four times among the "20 Best Places to Live in the United States" by *Money Magazine* and *CNNMoney.com*.

Howard County's Welcome Center and the Heritage Orientation Center are located on Main Street in Ellicott City. Popular places to visit include: B&O Railroad Station Museum: Ellicott Station, Historic National Road, Thomas Isaac Log Cabin, Ellicott City Firehouse Museum, Howard County Historical Society Museum, Whipps Garden Cemetery, Ellicott City Colored School, and Patapsco Female Institute Historic Park.

Patapsco Valley State Park

Patapsco Valley State Park is one of Maryland's most heavily visited state parks, enjoyed by area residents and visitors to the region. The wooded stream valley offers an oasis within the adjoining suburban countryside, encompassing over 16,000 acres along the Patapsco River, stretching from Anne Arundel County (near Baltimore) to above Sykesville along the South Branch and to Liberty Reservoir along the North Branch. Recreation opportunities include hiking, fishing, camping, canoeing, horseback riding, mountain biking, and picnicking. Visitors are oriented to the park at the Avalon Visitor Center, Hollofield Park Headquarters, and several visitor contact stations in more remote areas of the park. The

most popular area within the park is the Avalon/Glen Artney/Orange Grove Area which features many historic sites including:

- Thomas Viaduct
- Bloedes Dam
- Swinging Bridge
- Lost Lake
- Cascade Falls
- Old Gun Road Stone Arch Bridge

The Grist Mill Trail is a very heavily used hiking and biking trail. Many ranger programs, tours, and special events are offered from April through October. Picnicking facilities are particularly popular for a variety of large gatherings. The park is open year-round, 9:00 a.m. to sunset, although certain activities are permitted outside those hours, such as fishing, boating, and – where permitted – hunting. All developed visitor use areas have an entrance fee, although entrance fees are waived for seniors with a Golden Age Pass.

Historic Sites and Museums (open to the public)

Thomas Isaac Log Cabin

Thomas Isaac Log Cabin, built circa 1780 by an early settler of Ellicott's Mills, was reconstructed at its present site on Main Street in Ellicott City in 1988. Interpretive displays and living history programs present stories about the settlement and development of the region. Howard County owns the cabin, which is open to the public, free of charge on weekend afternoons, April to December. Private and group tours are available year-round, weather permitting.

Patapsco Female Institute Historic Park

Patapsco Female Institute is a former girls' board school, founded in 1837 and operated until 1891. While the school was a typical finishing school for young women at the time, it was distinguished as one of the first schools to emphasize teaching academic subjects to women. Since closing as a school, the building was converted to a hotel and then to a private residence and in later years was used as a theatre; during World War I it was converted to a hospital. The property is listed on the National Register. Today the building is a ruin set on eight acres of open land, and is owned by Howard County. Tours are offered on weekends, April through October. Private and group tours are available year-round, weather permitting. The site is also available to host special events and on occasion is used for summer open-air theatre productions.

Ellicott City Colored School

Ellicott City Colored School, built in 1880, was the first public school for black children in Howard County. In use as a school until the early 1950s, Howard County purchased the building in 1995 and

Figure 5.5

Heritage Places to Visit

- Visitor Centers
- National Historic Districts
- State-Designated and County-Designated Historic Districts
- ▲ Historic Sites/Museums Open to the Public
- Other Historic Sites Open to the Public
- + Patapsco Valley State Park

Scenic Byways

- Historic National Road All-American Road
- + Historic National Road Interpretive Panels

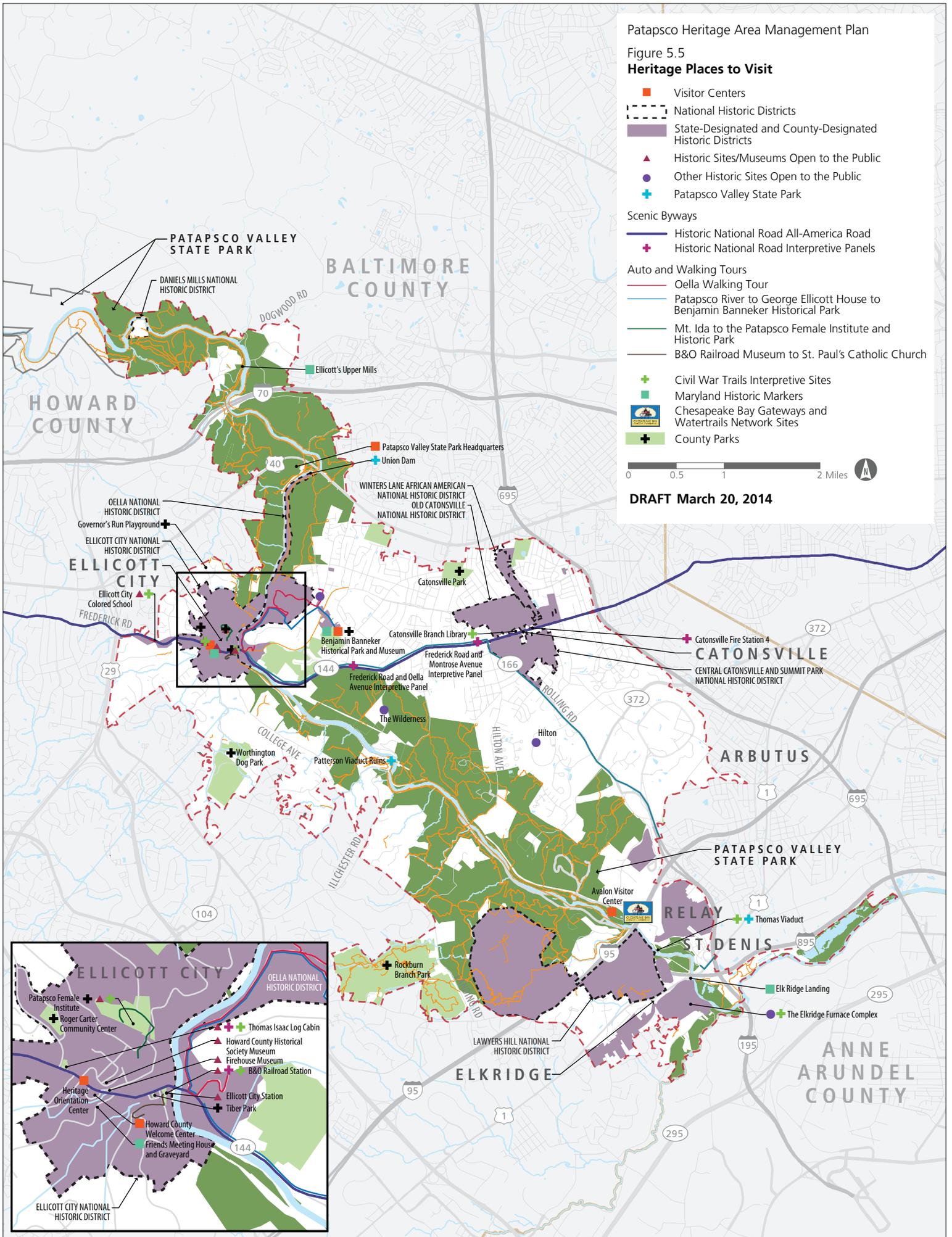
Auto and Walking Tours

- Oella Walking Tour
- Patapsco River to George Ellicott House to Benjamin Banneker Historical Park
- Mt. Ida to the Patapsco Female Institute and Historic Park
- B&O Railroad Museum to St. Paul's Catholic Church

- + Civil War Trails Interpretive Sites
- Maryland Historic Markers
- Chesapeake Bay Gateways and Watertrails Network Sites
- County Parks



DRAFT March 20, 2014



B&O Railroad Museum: Ellicott City Railroad Station

The Ellicott City Station is the oldest surviving railroad station in America and was the original terminus of the first 13 miles of commercial railroad in the country stretching from Baltimore to Ellicott Mills. The station museum showcases the people who built and operated America's first railroad, tells stories of soldiers and citizens during the Civil War, and highlights the technology that transformed America's transportation system from roads to rails. The site features the Main Depot building built in 1831, the freight house built in 1885, a replica of the first horse-drawn passenger rail car, and 1927 "I-5" caboose. The station museum has one of the most acclaimed HO scale model railroads in the country showing the original 13 miles of rail track. Living historians tell the story of the development of the B&O Railroad and its impact on Ellicott City between 1827 and 1868. Programs at the station are tied to related places to visit in the Baltimore City National Heritage Area, including the B&O Railroad Museum and the Mount Clare Museum House. The station is on the National Register and is a national historic landmark. The museum is open to the public year round from Wednesday to Sunday, for an entrance fee.

Firehouse Museum

Located in Howard County's first firehouse, the Firehouse Museum displays a wide array of fire apparatus, model toys, and exhibits telling the story of Howard County's Volunteer Fire Department. Volunteers constructed the firehouse in 1889. Beginning in 1923 the building served as a meeting hall, county office space, and library reading room. Today it is a museum open to the public on Saturday and Sunday afternoons, April through December. Private and group tours are available year-round, weather permitting.

Benjamin Banneker Historical Park and Museum

Benjamin Banneker Historical Park and Museum is a 142-acre park near Oella that is owned and operated by Baltimore County. The site is the former homestead of the Banneker family. The primary focus of the park is the museum/visitor center, highlighting the contributions of Benjamin Banneker, the first African American man of science. The museum features a collection of Banneker's works, an extensive historical archive, a natural history collection, media presentations, storytellers, a gift shop, meeting room, patio garden, colonial log cabin reproduction, and demonstration orchard. The park offers a variety of recreation opportunities including picnicking facilities and six miles of trails (including the paved #9 Trolley Trail which connects the park to Ellicott City). Historic and environmental education programs are offered for groups and visitors of all ages. The museum is open free of charge Tuesday through Saturday and the park is open daily sunrise to sunset.

Howard County Historical Society Museum

The Howard County Historical Society Museum in Ellicott City houses objects that tell the stories of Howard County's history. The museum's major collections focus on the Ellicott Family, Patapsco Female Institute, textiles, local agricultural implements, objects of everyday life, furniture, militaria, and boy and

girl scouts. Themed exhibits of artifacts from the museum's collections are regularly on display. The museum is open to the public free of charge on Friday and Saturday afternoons.

Belmont Manor and Historic Park

Belmont Manor and Historic Park is an 86-acre property that has been associated with important people and families in Howard County from the late 17th century to the 20th century. The manor house – Belmont House (ca 1738) – is one of the finest homes in the Colonial Georgian architectural style in Maryland, and one of the oldest colonial buildings remaining in Howard County. The property is listed individually on the National Register and is included as a contributing resource to the Lawyers Hill National Historic District. Belmont was purchased by Howard County in 2012 to ensure its stewardship and to provide a venue for executive retreats, corporate training, weddings, company picnics, and other special events. Tours are available by appointment. Groups can rent specific rooms in the Manor and Carriage House or choose among several packages that can include the house, formal gardens, picnic area, and grounds. April through October, the tented formal garden can accommodate up to 500 people. Special arrangements can be made for weekend packages. The county plans to establish a schedule for public access to explore the grounds and visit the manor house. The county also intends to enter into a partnership with a local environmental organization to provide nature based programs on site.

Other Historic Sites (occasionally open to the public)

Elkridge Furnace Complex

The Elkridge Furnace Complex is a historic iron works located on approximately 16 acres at Elkridge. Six buildings remain from the iron furnace which operated from the 18th century into the 1860s, including a large 2½-story federal/Greek revival house constructed about 1835 as the residence of the furnace owner, a frame dwelling of approximately the same date which probably accommodated a manager or clerk, a 2½-story company store and hotel or dormitory for furnace workers, two 19th century outbuildings, possible slave quarters, and a mid-19th century brick duplex workers' dwelling. The complex is listed on the National Register, determined significant for the architectural character of some of its buildings and for its association with the iron industry in 19th century Maryland. Today the main house is operated as the Elkridge Furnace Inn, a popular restaurant and banquet facility.

Whipps Garden Cemetery

The one-acre Whipps Garden Cemetery on St. John's Lane in Ellicott City is a small cemetery where the Whipps, a well-known farmer and merchant family of Howard County in the 19th century, were buried. The Friends of the Whipps Cemetery and Memorial Gardens, Inc. owns the cemetery and the Howard County Master Gardeners maintain it. The master gardeners plant and maintain heritage and native species typical of those grown in Maryland gardens of the 1800s in a variety of different settings,

interspersed by pathways, benches, and family tombstones. The cemetery provides a showcase for local history and culture in the style of the famous garden cemeteries of the 19th century.

The Wilderness

The Wilderness is a historic house sitting on a wooded 17.6-acre property, west of Catonsville. Built in 1799, and enlarged in 1899, the Wilderness is listed on the National Register, determined significant for its architecture, as an example of a large country house embodying the distinctive characteristics of the turn-of-the-20th century eclecticism in its combination of elements of the Queen Anne and Colonial Revival styles. It is also a notable landmark in its isolated, undeveloped setting in southwestern Baltimore County. Today, Wilderness is operated as a bed and breakfast offering overnight accommodations to visitors.

Mt. Gilboa Chapel

Mt. Gilboa is a historic African Methodist Episcopal Church located just north of Oella. Built about 1859 by free African Americans, the small stone church measures 28 feet by 42 feet. The church is listed on the National Register, determined significant as an example of stone churches built by free blacks in the mid-19th century. The church is a replacement of an earlier log chapel on the site. It is likely that Benjamin Banneker, who is buried in the church graveyard, attended services in the log chapel. In the church's yard, is an obelisk commemorating Banneker, erected by the Maryland and Bicentennial Commission and the State Commission on Afro American History and Culture.

Hilton

Hilton is a historic house located at The Community College of Baltimore in Catonsville (CCBC). It is an early 20th-century Georgian Revival-style mansion created from a stone farmhouse built about 1825 overlooking the Patapsco River valley. The reconstruction was designed by Baltimore architect Edward Palmer in 1917. The home is listed on the National Register, determined significant as representative of early 20th century taste; it was constructed from the best available materials, all specified in detail in its original construction documents and most still identifiable today. The home currently houses the CCBC Center for Global Education.

National Historic Districts

Ellicott City Historic District

Ellicott City Historic District encompasses the historic center of Ellicott City along Main Street, as well as older adjoining neighborhoods. The city is an extremely well preserved 19th century mill town whose architecture has remained largely in-tact and unaltered. Many opportunities for visitors to explore the city are possible at shops, restaurants, museums, and parks (see preceding discussion of Ellicott City and descriptions of specific places to visit).

Ellicott's Mills Historic District

Ellicott's Mills Historic District is located on the east bank of the Patapsco River opposite Ellicott City. Within the district are several historic buildings including the George Ellicott House (relocated across Frederick Road from its original location), the site of Ellicott's lower mills (now occupied by the Wilkins-Rogers Company flour mill), a 19th century tavern, 19th century workers housing, and an 1860 villa. Historic National Road (Frederick Road) runs through the district. The district is significant from its history as the center of the industrial operations begun by the Ellicott family in the 18th century and as the site of continuous industry from that time to the present. It offers a broad range of opportunities for interpreting the history and industrial development of the Ellicott family. None of the sites are open to the public as places to visit, although some are commercial establishments open for business to the public. Visitors can explore the district by parking at the #9 Trolley Trailhead on Oella Avenue and walking along the sidewalk. A small riverfront park at the corner of Oella Avenue and Frederick Road offers visitors an opportunity to view the Patapsco River, many of the district's historic structures, and the lower Main Street entry to Ellicott City.

Catonsville Area (Old Catonsville, Winters Lane, Central Catonsville and Summit Park Historic Districts)

Old Catonsville is a residential area between Frederick Road and Edmonson Avenue, planned and developed in the mid- to late-19th century when trolley service was extended west from Baltimore. The area is architecturally significant for embodying the distinctive characteristics of its type and period, illustrating the evolution and development of a community from summer homes to year-round suburban living in the late 19th and early 20th centuries.

Central Catonsville and Summit Park Historic District is a residential area between Frederick Road and Rolling Road. Most of the district consists of the Summit Park development. The earliest and largest residence is The Summit, built in the 1850s as a summer house. The area is significant generally for the same reasons as the Old Catonsville Historic District

Winters Lane is an African-American residential community which developed between 1867 and the mid-1940s between Frederick Road and Baltimore National Pike. It is composed mainly of single-family residences that are largely vernacular in design and workmanship, reflecting the working-class status of the residents. The community is significant because it exemplifies a cohesive African-American neighborhood that began to develop immediately following the Civil War with the settlement of former slaves. It is the largest and most in-tact mid-19th century African American neighborhood in Baltimore County.

Residences throughout Catonsville's three historic districts are privately owned, are not open to the public, and can be viewed only from public roads.

Oella Historic District

Oella, founded in 1808 by the Union Manufacturing Company, was one of the earliest and most extensive cotton factories in the United States, using water-powered looms. The Oella Historic District includes the Dickey Factory (built in 1918 at the site of the original textile mills developed by the Union Manufacturing Company in 1808) and the surrounding village where millworkers lived in the 19th century. Most of the worker housing has been rehabilitated and is occupied as single family homes. The Dickey Factory has been rehabilitated for adaptive reuse as apartments, which are fully occupied. A walking tour offers visitors an opportunity to walk along Oella and Westchester Avenues and learn about the village's history (see below). None of the historic buildings are open to the public.

Daniels Historic District

Daniels is the site of a 19th century industrial village that once included a mill complex, stores, a railroad station, mill workers' housing, and a church. Today, all that remains is a complex of seven early industrial structures, several 20th century concrete block and brick structures, and Gary Memorial United Methodist Church and cemetery. Much of the Daniels town site is now part of Patapsco Valley State Park and is accessible to the public. The church continues to have an active congregation. The mill complex is privately owned and closed to the public.

Lawyers Hill Historic District

The Lawyers Hill area near Elkridge originally developed in the 19th century as a summer community and early commuter suburb for prominent Baltimoreans. During the 1840s as railroad service improved, Lawyers Hill residents began commuting to Baltimore on a daily and weekly basis, establishing the community as an early railroad commuter suburb. Today, Lawyers Hill has a distinctive collection of residences, encompassing a broad array of architectural styles ranging from 1738 Georgian Colonial to 1941 Georgian Revival. Included within the historic district is Belmont Manor and Historic Park (see below). Exclusive of Belmont Manor, the homes in Lawyers Hill are privately owned, are not accessible to the public, and can be viewed only from public roads.

Scenic Byways

Historic National Road

Historic National Road was the nation's first federally-funded interstate highway. Opening westward expansion, it became a transportation corridor for the movement of goods and people. The road extends more than 700 miles from Baltimore City to East St. Louis. Visitors experience 200 years of history as they visit classic inns, tollhouses, and other places to visit along the route. Frederick Road (MD 144) composes the section of the Historic National Road in the Catonsville to Ellicott City area,

traversing the Patapsco Heritage Area from east to west. Five interpretive panels tell the National Road's local stories:

- Catonsville. A Turnpike Town – A plan for Catonsville laid out an emerging Baltimore suburb.
- Catonsville. From Stage Coaches to Horseless Carriages – Imagine riding through Catonsville on a swaying trolley car.
- Oella. Conquering the Nine Mile Hill – The Ellicott Brothers constructed a new road to Baltimore for a shorter trip to get flour to market.
- Ellicott City. Road versus Rails: The Rivalry Begins – Steam engines entered the Patapsco River Valley in 1831.
- Ellicott City. Ellicott's Mills: On the Road to Prosperity – The founders of the flour milling town created the Frederick Turnpike.

Auto and Walking Tours

Historic Walking Tours of Ellicott City

Visit Howard County offers several walking tours of Ellicott City, each beginning at the Howard County Welcome Center:

- “Ye Haunted History of Olde Ellicott City Ghost Tours” – Tours are offered on Friday and Saturday nights, from April through November. Private tours for groups of 15 or more can be arranged at other times. Tickets are \$13 for adults and \$11 for children and seniors.
- “Dare to Taste the Spirits of Ellicott City” – Tours for groups of four or more are offered on the second Thursday of each month. Participants must be at least 21-years-old. Tickets are \$20/person and \$18 for senior citizens and military personnel.
- “Historic Walking Tours of Ellicott City” – A one-hour walking tour along Main Street is offered on the second Saturday afternoon of each month, April through November. Tickets are \$14 for adults and \$11 for children and seniors. Special tours can also be arranged for school groups at a cost of \$5 per student.

Ellicott City Auto Tours

Historic Ellicott City, Inc. offers four auto tours that take visitors to different landmark locations in Ellicott City. The tours are available for download from its website as mobile phone apps powered by Google Maps. The four tours include:

- from St. John's Episcopal Church to MacAlpine to Temora Manor
- from Patapsco River to the George Ellicott House to Benjamin Banneker Historical Park
- from Mt. Ida to the Patapsco Female Institute and Historic Park
- from Ellicott Station to St. Paul's Catholic Church

Oella Walking Tour

The Oella Walking Tour is about two miles in length, from the intersection of Oella Avenue and Frederick Road to Benjamin Banneker Historical Park and Museum. A map and guide helps visitors follow the route and offers information on 31 sites of historic interest along the way. Parking is available. Most of the sites are easily visible from Oella Avenue, making it possible to also take the tour by car.

Patapsco Valley State Park Tours and Programs

Patapsco Valley State Park offers visitors a variety of ranger-led tours and programs. History orientations and programs can be arranged for a fee through the Avalon Visitor Center from April through October.

Civil War Trails

The Civil War Trails program invites visitors to explore both well-known and less-familiar sites associated with the Civil War in Maryland, Washington, D.C., Virginia, West Virginia, Tennessee, and North Carolina. Together, more than 1,000 places tell the story through interpretive panels. Seven interpretive panels tell the Civil War stories within the heritage area, located at the Catonsville Library, Thomas Viaduct, Elkridge Furnace Inn, Ellicott City Colored School, Patapsco Female Institute, Thomas Isaac Log Cabin, and Ellicott Station.

Group Tours

Visit Howard County assists groups with developing group tours, providing research, coordinating rate proposals, organizing familiarization tours, providing step-on guide referrals, and offering suggestions for other group activities. A popular group tour is “Rails, Tales and Tastings” that takes groups from the B&O Railroad Museum in Baltimore to Ellicott Station via National Road.

5.6 Visitor Services and Infrastructure

Visitor Orientation

Howard County Welcome Center

The Howard County Welcome Center is located in the former Ellicott City U.S. Post Office on Main Street. Since opening in the renovated building, approximately 30,000 people have stopped in annually to research Howard County places to visit, and discover where to eat, stay, shop, and enjoy recreation opportunities through informational brochures. Visitors learn about the Patapsco Valley from the Patapsco Heritage Greenway’s interpretive panels which are on display at the Welcome Center. A variety of books on local and regional history are available for purchase and bi-monthly “infotainment”

Patapsco Heritage Area Management Plan

Figure 5.6

Visitor Services and Visitor Infrastructure

- Visitor Center/Orientation
- Ⓟ Visitor Parking Areas
- Conference and Meeting Facilities
- Farmers' Markets
- Neighborhood Downtown Shopping

Scenic Byways

- Historic National Road (All-American Road)

Walking Tours

- Oella Walking Tour
- Patapsco River to George Ellicott House to Benjamin Banneker Historical Park
- Mt. Ida to the Patapsco Female Institute and Historic Park
- B&O Railroad Museum to St. Paul's Catholic Church

Trails

- Land Trails (existing)

Bicycle Facilities

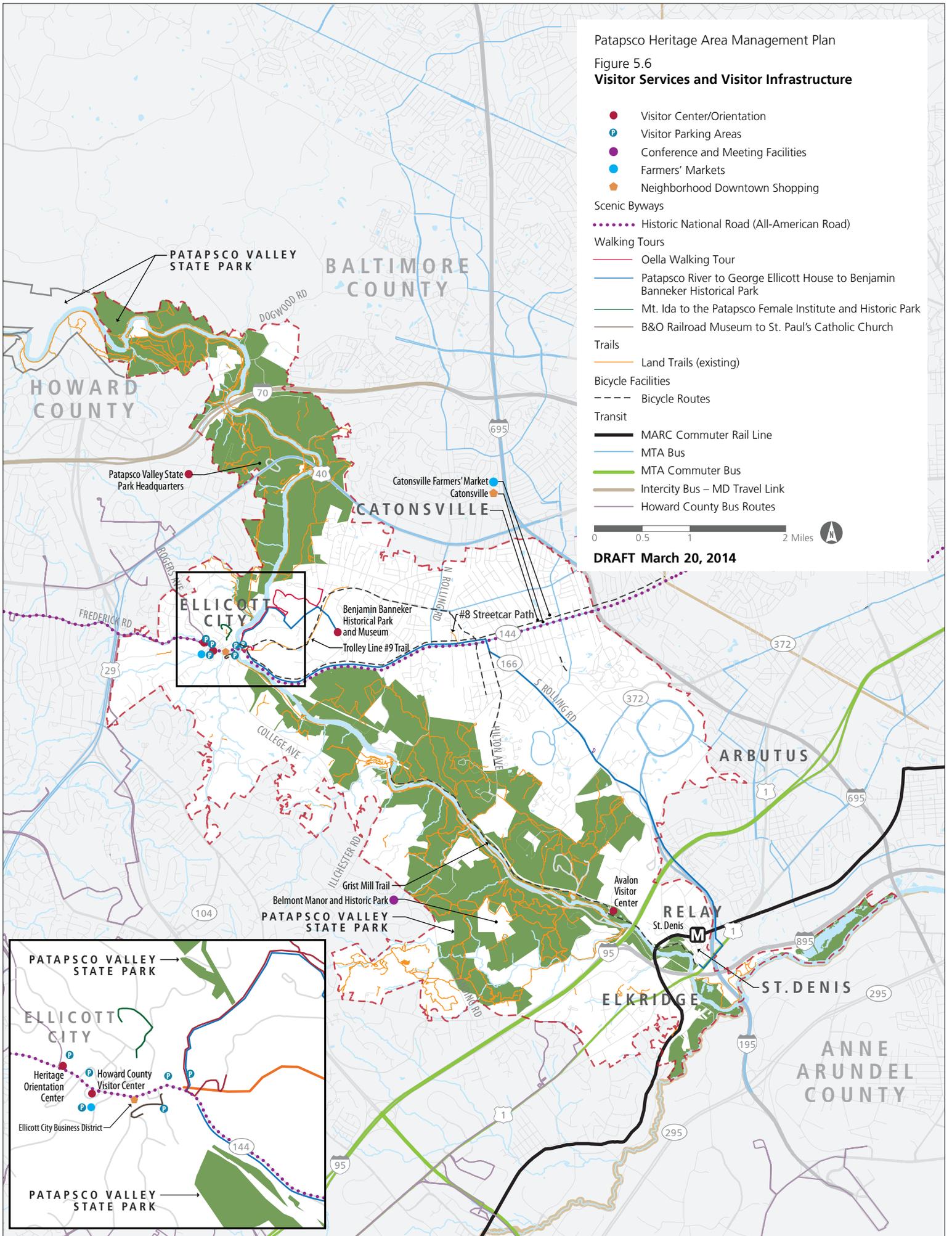
- Bicycle Routes

Transit

- MARC Commuter Rail Line
- MTA Bus
- MTA Commuter Bus
- Intercity Bus – MD Travel Link
- Howard County Bus Routes

0 0.5 1 2 Miles

DRAFT March 20, 2014



events are offered to inform and entertain visitors and residents. The Welcome Center is open daily all year, including most holidays.

Howard County “On-the-Go Welcome Center Tent”

The “On-the-Go Welcome Center Tent” provides on-site visitor information in a tradeshow booth setting at signature events in Howard County, such as fairs, festivals, and tradeshows. Visit Howard County partners, including heritage area places to visit and other sites and businesses, are invited to participate under the tent by hosting a booth with exhibits, publications, and/or demonstrations.

I-95 Maryland Welcome Center and Rest Area

The I-95 Maryland Welcome Center and Rest Area near Savage (at I-95 North/MD Route 216 and I-95 South/MD Route 216) offers limited complimentary window display space to Visit Howard County partners. This enables partners in the heritage area to make their brochures available to the public traveling through the area. Displays run two months at a time and are complimentary.

Visit Baltimore Visitor Center

The Baltimore Visitor Center – operated by Visit Baltimore – is located at 401 Light Street on the west shore of the Inner Harbor. It opened in May 2004 and offers a variety of information resources and services designed to help visitors plan their visit to Baltimore. Visitors can purchase tickets for museums, tours, and harbor cruises, pick up brochures, make reservations for dining and lodging, and learn about the city’s history, arts, neighborhoods, and shopping. It is open seven days a week from March 15 through November 15 and closed Mondays and Tuesdays during the remainder of the year. In FY 2011 and FY 2012 approximately 300,000 people stopped at the visitor center for information and orientation to the city (Visit Baltimore 2012).

Heritage Orientation Center

In 1998, Historic Ellicott City, Inc. opened a heritage orientation center in Ellicott City’s first records building. The small stone building houses exhibits about the Patapsco Valley, with a focus on the history of Ellicott City. The displays – which include photographs, a diorama, and a time line – provide a place to begin a tour of Ellicott City’s historic district. The center is open daily, free of charge.

Patapsco Valley State Park

The Avalon Visitor Center is located in the Avalon/Glen Artney/Orange Grove visitor use area. It is in a 185-year-old stone house, the only remaining Avalon house that survived the 1868 flood. The visitor center has exhibits on park history, a small information center with park maps and drinks for sale. It is open on weekend afternoons from April through October, staffed exclusively by volunteers.

Visitor information is also available at park headquarters in the Hollofield visitor use area. Headquarters is open Monday to Friday 8:30 a.m. to 4:30 p.m., except on state holidays.

Wayfinding

Enjoy Baltimore County Website

The Enjoy Baltimore County website (www.enjoybaltimorecounty.com) provides information on where to eat, stay and play in Baltimore County. A calendar of upcoming events throughout the county is available. Search functions enable website users to search opportunities based on personal preference for food, lodging, activities, and events. An itinerary building function enables website users to select eat, stay, play, or events items from various menus and build a travel itinerary.

Visit Howard County Website

The Visit Howard County website (www.visithowardcounty.com) provides information on lodging, dining, shopping, sight-seeing, and discovering in Howard County. A calendar of upcoming events throughout the county is available. A search function enables website users to search the calendar of events by date.

Patapsco Valley State Park Website

The MD DNR website provides a link to Patapsco Valley State Park (www.dnr.stat.md.us/publiclands/central/Patapsco.asp). Maps can be downloaded for the entire park and for each visitor use area, along with descriptions of the visitor experiences offered at each visitor use area. Links provide additional information on park alerts, programs, regulations, hours of operation, and volunteer opportunities. Reservations can be made for campsites and picnic shelters.

Visit Maryland Website

The Visit Maryland website (www.visitmaryland.org) provides information on places to see, things to do, places to stay, and places to eat throughout the state. A calendar of upcoming events is available. Search functions enable website users to search opportunities based on personal preference for what they like to see and do, and the types of places where they prefer to stay and eat. An itinerary building function enables users to select places to go and things to do from various menus and to build a travel itinerary.

Patapsco Heritage Trail Map

The Patapsco Heritage Trail extends from the BWI Trail at MD 170 to Ellicott City. A map produced by the Patapsco Heritage Greenway with assistance from UMBC provides hikers and bikers information on the trail route and conditions (PHG 2012b). Maps are available at the Howard County Welcome Center and at partner sites throughout the heritage area.

Patapsco Valley State Park Maps and Guides

Numerous maps and guides are available to assist visitors with wayfinding in Patapsco Valley State Park. Each major visitor use area has a map showing the park boundary, other protected lands, contour intervals, park roads, gates, trails, contact stations, parking, restrooms, campgrounds ranger stations, scenic overlooks, picnic facilities, playgrounds, and soft launch boat access sites. Maps are available on the park’s website, at entrance gates, at visitor contact stations, and at the Howard County Welcome Center.

Official Howard County Welcome Guide

Each year Visit Howard County makes available approximately 100,000 copies of the free *Official Howard County Welcome Guide* in hotel rooms, business parks, Howard County libraries, and the Merriweather Post Pavilion.

Baltimore County Visitor Guide

A free annual *Baltimore County Visitor Guide*, produced by Enjoy Baltimore County, provides information on local events, the arts, places to visit, recreation, shopping, restaurants, and accommodations of interest to visitors, event planners, and residents.

Accommodations

Baltimore County and Howard County compare well to state, regional, and national trends in hotel performance. In 2012 the total hotel inventory rose by 1.1% in Baltimore County and 0.4% in Howard County to an aggregate of 9,529 rooms available for guests at the end of the year (Smith Travel Research, in MD 2013b). Rooms under construction and planned new hotel development will continue to add inventory in the next few years. Room rates are similar in the two counties but well below those of the state, the region, and the nation. Occupancy rates are also similar but slightly higher than those of the state, the region, and the nation. In 2013 there was a general reduction in room demand in each county, the state, and the region (Smith Travel Research, in MD 2013b); this trend began earlier in Howard County which showed a 2.1% reduction in room revenue in 2012.

Very limited lodging is available within the heritage area, offered only at small bed and breakfast inns in Ellicott City and Catonsville. Hotels located nearby, but outside the heritage area, are in Columbia and Woodlawn, and in the US Route 1 and US Route 40 corridors.

Meeting and Special Event Support Facilities

Belmont Manor and Historic Park

Belmont Manor and Historic Park is an 68-acre property purchased by Howard County in 2012 to ensure its stewardship and to provide a venue for executive retreats, corporate training, weddings, company

picnics, and other special events (see Historic Sites and Museums (open to the public)). Groups can rent specific rooms in the Manor and Carriage House or choose among several packages that can include the house, formal gardens, picnic area, and grounds. April through October, the tented formal garden can accommodate up to 500 people. Special arrangements can be made for weekend packages.

Farmers Markets

Howard County Farmers' Market

The Miller Branch of the Howard County Library hosts the Howard County Farmers' Market on Wednesday afternoons, May through November.

Catonsville Farmers' Market

The Bloomsburg Community Center hosts the Catonsville Farmers' Market on Wednesday mornings, May through November.

Ellicott City Farmers' Market

Ellicott City has a farmers' market on Parking Lot D, year-round, on the second Sunday of the month.

Tour Operators

Two full-service transportation companies serve the Howard County and southern Baltimore County area, including Eyre Bus, Tour & Travel, Ltd. and Star Spangled Tours.

Accessibility and Transportation

Regional Highway, Rail, and Air Access

Interstates 95, 70, and 695 provide regional access to the local road network serving the communities of Elkridge, Ellicott City, and Catonsville, and Patapsco Valley State Park. Maryland Area Regional Commuter (MARC) trains offer convenient and affordable rail travel between Baltimore (Camden Station) and Washington, DC (Union Station) on the MARC Camden Line; an intermediate stop at St. Denis is located within the heritage area. Baltimore-Washington International Thurgood Marshall Airport (BWI) is within 15 minutes of the heritage area.

Bus Access

Maryland Transit Administration (MTA) operates regional and local bus service in Howard County and Baltimore County, providing limited access to portions of the heritage area. Bus service in the US 1 corridor connects to Downtown Baltimore and to Downtown Washington (with transfers). An express bus runs between Columbia and Downtown Baltimore, with a stop near the heritage area at Catonsville

Park. A network of local buses serves the Catonsville community, including UMBC and CCBC, connecting at Catonsville Park to the express bus route to Downtown Baltimore, and connecting with the MARC St. Denis Station and bus service in the US 1 corridor. Local buses do not serve Historic Ellicott City or portions of the heritage area in Howard County and do not provide visitor access to Patapsco Valley State Park.

6 Heritage Tourism and Marketing

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6. Heritage Tourism and Marketing

The National Trust for Historic Preservation defines heritage tourism as traveling to experience the places and activities that authentically represent the stories and people of the past and present.

Heritage tourism activities include visiting the following types of places:

- historic sites, structures, landmarks, districts, and communities
- natural and scenic areas
- parks and recreation facilities
- cultural events, festivals, and fairs
- art galleries, theaters, and museums
- ethnic communities and neighborhoods

Heritage tourism offers many benefits. In addition to creating new jobs, new business, and higher property values, well-managed tourism improves the quality of life and builds community pride (NTHP 2008). Visitors to historic sites and cultural attractions generally stay longer and spend more money than other kinds of tourists.

In the Patapsco Heritage Area, visitors can have a diverse set of heritage tourism experiences as they visit historic places, explore remote parklands, go to the theatre, visit art galleries, and eat, shop, and stay in historic communities (see section __ Heritage Attractions). On a network of scenic roads and trails visitors can explore the valley and its heritage communities, stopping at attractions where the heritage area's stories are told through exhibits, tours, living history demonstrations, interpretive programs, and special events. Cultural experiences are offered at theatres and art galleries at local colleges, art centers, public libraries, and other facilities. Patapsco Valley State Park – a wooded oasis that forms the spine of the heritage area – offers many different recreation and learning experiences. An extensive network of trails attracts area residents and visitors from throughout the region who hike and bike the park's trails, winding amidst the sites of former mills and mill towns that are the legacy of the valley's industrial history. Several visitor centers and contact facilities provide information on things to do and places to stay that assist visitors with planning their trip to the heritage area. Enjoy Baltimore County and Visit Howard County also offer orientation and trip planning functions on their websites, as do Patapsco Valley State Park and several other heritage sites.

6.1 Types of Heritage Area Travelers

Cultural and Heritage Travelers

The cultural and heritage traveler is a large, affluent market. It is generally a subset of the leisure traveler group, although business travelers often extend stays in a region for purposes of a cultural or heritage experience as a leisure visitor. Research conducted in 2009 indicates that 78 percent of all U.S. leisure travelers participate in cultural and/or heritage activities while traveling, translating to 118.1 million adults annually (USCHT 2009). With cultural and heritage travelers spending an average of \$994

per trip, they contribute more than \$192 billion annually to the U.S. economy (USCHT 2009). Cultural and heritage travelers as a whole are more frequent travelers, reporting an average of 5.01 leisure trips in the past 12 months versus 3.98 leisure trips by non-cultural and non-heritage travelers (USCHT 2009). In general cultural and heritage travelers are slightly older, more educated, and have higher household incomes (USCHT 2009). More than half of travelers agree that they prefer their leisure to be educational and nearly half spend money on cultural and heritage activities (USCHT 2009). They are also likely to travel further to get the experiences they seek.

Cultural and heritage activities identified by travelers include: visiting historic sites (66 percent); attending historical re-enactments (64 percent); visiting art museums/galleries (54 percent); attending an art/craft fair or festival (45 percent); attending a professional dance performance (44 percent); visiting a state or national park (41 percent); shopping in museum stores (32 percent); and exploring urban neighborhoods (30 percent) (USCHT 2009). The vast majority of these travelers (65 percent) say they seek travel experiences where the “destination, its buildings and surroundings have retained their historic character” (USCHT 2009).

Group Tour Travelers

Group bus tours organized and conducted by special interest groups and professional tour operators are an important audience for heritage sites and heritage neighborhoods. Enjoy Baltimore County, Visit Howard County, the Maryland Office of Tourism Development, and other partners in the heritage area market directly to tour operators. Marketing occurs through conventions, familiarization tours, and direct marketing. Special interest groups who visit major attractions include educators, alumni organizations, social/historical groups, and religious groups. Some groups are self-organized, but many are run by professional tour operators. Visitors participating in group tours tend to be older. With the passing of the World War II generation group, touring will likely trail off, as the baby boomer and subsequent generations tend to prefer independent travel.

Tour operators will only go to places that sell. Attractions that wish to draw group tours must have the level of quality and interest that appeals to those who participate in them. Attractions that wish to host group tours must also have capacity to accommodate buses or be within walking distance of parking facilities that can accommodate buses.

Niche Tour Travelers

A niche tourism market is a specific market segment, usually with a self-defined product, that can be tailored to meet the interests of the traveler. Niche markets can generate large numbers of travelers and help to diversify the tourism economy and reduce its typically seasonal nature.

International Travelers

International travelers are a significant audience for the heritage area because of the large number of visitors from outside the United States who visit Washington, D.C. A visit to the Patapsco can be conveniently added to a trip to the nation's capital or to Baltimore. Many international travelers also travel by train, bus, or car through the heritage area on I-95 while traveling between the nation's capital and New York City. International travelers are generally intelligent and sophisticated people who seek authentic experiences. They expect a world-class experience and will quickly perceive shortcomings. International travelers are more likely to explore out of the way places if they are of sufficient character and interest. The Maryland Office of Tourism Development (MOTD) has identified the primary international target markets as the United Kingdom and Germany; and the secondary markets as Belgium, The Netherlands, Nordic countries, France, Ireland, Latin America and China, MOTD and Visit Baltimore work cooperatively with Capital Region USA (CRUSA), the destination marketing organization that works to increase travel to Washington, D.C. Maryland's byways are currently being marketed in the CRUSA guide in both English and German versions and on the CRUSA website in German, Spanish, French and Portuguese.

Virtual Travelers

Virtual tourism occurs over the Internet without physically traveling to a location. Helping virtual tourists experience a place such as a heritage area are technologies like Google's Street View and related Web 2.0 technologies. Google's Street View lets users tour a city from a pedestrian standpoint, virtually taking a walk through city neighborhoods. Visitors tour a city on Street View, and at specific points, watch a short user-created video of individual sites. Companies are emerging that can offer clients – such as heritage areas – professional services to “virtualize” their brand. In the future, heritage area partners could consider development of virtual tours for their websites.

6.2 Travel Industry Trends

United States Travel

Despite the economic downturn in 2009, travel nationwide grew annually from 2009 through 2013. For the next few years – through 2016 – the United States Travel Association (USTA) has forecasted modest visitation growth for domestic and international travel overall. Following is an overview of recent U.S. travel trends and forecasts (USTA 2013):

- National domestic travel volume grew slightly in 2013, with local domestic U.S. visitor volume, as measured in person-trips, growing 1.2 percent from 2012. Forecasts indicate modest visitation growth for domestic travel through 2016: 1.7 percent in 2014, 1.8 in 2015, and 1.5 in 2016.
- In general, while the growth rate is more moderate than in previous years, leisure travel remains at an all-time high and is an indicator of rising consumer confidence. In 2013 leisure travel

represented more than 78 percent of all person-trips, with overnight and day-trips evenly split at 50 percent each. Forecasts indicate modest visitation growth for leisure travel through 2016: 1.9 percent in 2014, 2.0 percent in 2015, and 1.8 percent in 2016.

- Recovery in the business travel market continues to lag that of leisure travel. Government travel remains the industry’s greatest challenge due to federal budget cuts which have grounded most U.S. government employees. Business travel is forecasted to grow modestly through 2016: 1.0 percent in 2014, 1.2 percent in 2015, and 0.7 percent in 2016.
- The size and importance of the international travel market continues to grow. According to the USTA, approximately 69.6 million international visitors travelled to the U.S. in 2013. Overseas arrivals totaled 31.0 million, up 4.0 percent compared to 2012. Forecasts indicate that total international visitors to the U.S. will grow at a rate of 5.4% in 2014, 5.7% in 2015, and 4.1% in 2016.

Maryland Travel

- In 2012 Maryland hosted an estimated 35.4 million domestic visitors¹, up 2.9 percent from 2011 compared to a 1 percent increase in domestic person-trips in the United States. Eighty (80) percent, or more than 28 million, were leisure visitors, and the remaining 20 percent, or nearly 7 million, were business travelers. Overnight and day trips were roughly split similarly, with more than 17 million each in 2012. (MD 2013)
- Maryland realized more growth than any state in the region, both overall and in the leisure segment. Maryland’s net travel volume has grown by 30 percent since 2007, with growth in all sectors: business, leisure, day, and overnight. This is significantly greater than the 9.2 percent growth nationwide and in other mid-Atlantic states during the same period. Maryland has increased market share 19.1 percent since 2007, outperforming national and regional trends. (MD 2013)
- The top ten tourism activities in Maryland are similar to the U.S. overall, with dining, shopping, entertainment, sightseeing, and nightlife ranked in the top five. Visiting a historic site ranked 5th in Maryland (up from 8th in 2010) and 6th nationally. (MD 2013)
- Baltimore is the top tourist destination in the state, capturing 31 percent of visits. Visitors to Baltimore were primarily from Washington, D.C. (29%), Philadelphia (13%), and Baltimore (14%). (MD 2013)
- Visitor volume in the state’s central region – including Anne Arundel, Baltimore City, Baltimore County, Carroll, Harford, and Howard Counties – accounted for almost half (46.8%) of the statewide visitor volume in 2012.

¹ D.K. Shifflet defines a visitor as either someone visiting overnight or someone who travels 50 miles or more from their home outside of their daily activity.

Table 6.1 Maryland and U.S. Total Visitor Volume Estimates (person-trips in millions)

	Maryland			United States		
	2012	2011	2010	2012	2011	2010
Total	35.37	34.37	32.17	2,182.95	2,160.30	2,021.86
Business	6.73	7.52	7.36	447.70	433.88	429.52
Leisure	28.64	26.85	24.81	1,735.26	1,726.42	1,592.34
Day Trip	17.54	17.38	16.06	1,098.34	1,097.03	1,019.65
Overnight	17.83	16.98	16.11	1,080.61	1,063.26	1,002.21

Source: D.K. Shifflet & Associates 2013.

Table 6.2 Percent Change in Person-Trip Volume – 2007 to 2012

	US	MD	DC	DE	PA	VA	WV
Total	9.2%	30.0%	11.4%	3.6%	12.3%	5.6%	10.1%
Business	(11.0%)	1.7%	4.9%	(35.8%)	(18.2%)	(17.0%)	22.0%
Leisure	16.0%	39.1%	16.0%	16.2%	20.4%	14.1%	7.8%
Overnight	8.8%	26.3%	29.0%	(20.2%)	15.0%	(3.9%)	5.9%
Day Trip	9.6%	34.0%	3.1%	39.7%	9.2%	14.4%	16.9%

Source: D.K. Shifflet & Associates 2013

Table 6.3 Top Ten Tourism Activities per Stay, 2012

Maryland		United States	
culinary/dining	30%	shopping	29%
shopping	23%	culinary/dining	29%
beach/waterfront	22%	beach/waterfront	14%
nightlife	12%	touring/sightseeing	12%
historic sites	12%	nightlife	10%
touring/sightseeing	11%	historic sites	10%
parks (national/state)	8%	parks (national/state)	10%
museum, art exhibits	8%	gambling	8%
movies	7%	museum, art exhibits	8%
holiday celebration	6%	movies	7%

Source: D.K. Shifflet & Associates 2012, based on domestic trips to Maryland and U.S.

Baltimore County Travel

In 2012 approximately 5.2 million people visited Baltimore County including business and leisure travelers. The economic recession in 2008 and 2009 resulted in a sharp decline in visitor volume, followed by recovery in the tourism industry in 2010 and 2011. Overall, since 2008 visitor volume has increased by 12.1 percent, a rate considerably lower than the 26 percent increase experienced statewide. Approximately 58% of visitors are day visitors. Business travelers compose the majority of the 32% of visitors who stay overnight in the county, although many overnight stays are leisure visitors who are visiting Baltimore.

Table 6.4 Baltimore County Visitors

Visitors (thousands)				
Year	Overnight	Day	Total	Growth Rate
2012	2,173.8	3,000.5	5,174.3	4.3%
2011	2,054.4	2,906.7	4,961.1	7.9%
2010	1,808.4	2,788.9	4,597.3	7.2%
2009	1,608.0	2,682.1	4,290.1	-7.1%
2008	1,904.7	2,711.6	4,616.3	

Source: *Tourism Economics 2013*

Howard County Travel

In 2012 approximately 2.5 million people visited Howard County including business and leisure travelers. Since 2008, visitor volume has increased by almost 24.4 percent, a rate slightly lower than the 26 percent increase experienced statewide. Approximately 60% of visitors are day visitors. Business travelers compose the majority of the 40% of visitors who stay overnight in the county, although many overnight stays are leisure visitors traveling on I-95 between Baltimore and Washington, D.C.

Table 6.5 Howard County Visitors

Visitors (thousands)				
Year	Overnight	Day	Total	Growth Rate
2012	1,004.9	1,484.9	2,489.8	4.4%
2011	953.3	1,431.0	2,384.3	5.5%
2010	884.9	1,374.7	2,259.6	6.6%
2009	806.2	1,313.6	2,119.8	5.9%
2008	786.1	1,214.9	2,001.0	

Source: *Tourism Economics 2013*

Patapsco Valley State Park Visitation

Approximately 730,000 people visit Patapsco Valley State Park annually (4-year average for 2010 through 2013) (MD 2013). The majority of visitors are day use visitors (96.2%); approximately 3.8% are overnight visitors who camp (3.6%) or stay in cabins (0.2%) (MD 2013).

On a statewide basis, most visitors are Marylanders (71% of day visitors and 51 percent of overnight visitors). Day visitors are likely to be repeat customers and overnight visitors are more than 2.5 times as likely to be on their first trip. In general, day visitors are not likely to have stayed overnight in a state park and typically are returning home on the day they visit a state park. Many day-use visitors (44%) know about a state park already because of a previous visit or previous knowledge. Another 32 percent of day users visit a state park because of a personal recommendation. The majority of park visits are with family; nearly half of day visitors and 63% of overnight visitors come with children. In central Maryland state parks, the median size per group for day visitors is two. Most day visitors arrive by automobile (90%); bicycling ranks as the second most popular mode of arrival (5.1%). (MD 2011)

Table 6.6 Top Ten MD State Park Activities per Stay, 2010

Day-Use Visitors		Overnight Visitors	
hiking/walking	56.4%	hiking/walking	75.7%
general relaxation	37.2%	general relaxation	67.1%
swimming	36.5%	swimming	63.2%
sightseeing	28.3%	picnic/cookout	58.8%
picnic/cookout	27.7%	sightseeing	43.1%
photography	24.0%	photography	39.0%
sunbathing	20.7%	sunbathing	28.8%
playground	16.5%	birding/wildlife view	26.6%
birding/wildlife view	15.4%	playground	25.9%
pleasure driving	14.6%	pleasure driving	24.9%

Source: MD 2011

6.3 Economic Benefits of Tourism

In many forms of tourism, especially heritage tourism, visitor dollars tend to be captured through visitor services, such as accommodations, dining, transportation, and retail. Admission fees at attractions and sites often do not cover maintenance costs, but the auxiliary activities of visitors –shopping, eating, sleeping over, and the like – generate economic benefit for various organizations in the tourism system. At the same time, excellent heritage and cultural tourism offerings are part of a package for business and resident recruitment and retention – key aspects of quality of life and therefore valuable to the economic stability of a region.

United States – Tourism Economic Benefits

Visitor Spending

Including international visitors, total travel spending in 2012 in the United States amounted to more than \$855.4 billion (USTA 2013). Americans spent \$726.9 billion on domestic travel, meeting expectations for modest growth in the sector, and representing an increase of 4.4% from 2011. Forecasts indicate modest growth for domestic travel spending through 2016: 3.7% in 2013, 4.7% in 2014, 4.6% in 2015, and 4.7% in 2016.

International visitors spent a record-breaking \$128.6 billion on U.S. travel and tourism related goods and services in 2012, up 10.7 percent from 2011. Forecasts indicate that total international visitor spending in the U.S. will grow at a rate of 9.4% in 2013, 7.6% in 2014, 5.7% in 2015, and 6.0% in 2016.

Maryland – Tourism Economic Benefits

Visitor Spending

Maryland tourists and travelers spent \$14.9 billion on travel expenses in 2012. Local transportation, food and beverage, and lodging each represent about 20% of tourism industry sales. Retail closely follows, representing 15 percent of direct industry sales. Total spending increased 4.5 percent over 2011. Visitor spending has grown by more than four percent for three straight years – and expanded more than 17 percent since the 2009 recession. (MD 2013b)

Jobs and Payroll

Tourism is the 10th largest private sector employer in Maryland, supporting 135,741 direct full-time equivalency jobs in 2012 in leisure and hospitality, retail, transportation, and other sectors impacted by visitor spending. For these employees, tourism jobs provided \$4.5 billion in wages and salaries in 2012. (MD 2013b)

Revenue Generation

In 2012 visitor spending in Maryland generated more than \$2 billion in state and local taxes, including income taxes from the wages of industry employees, sales taxes for tourism goods and services, hotel occupancy taxes, and other corporate taxes. (MD 2013b)

Baltimore County – Tourism Economic Benefits

Visitor Spending

Baltimore County tourists and travelers spent \$1,107.5 million on travel expenses in 2012. Local transportation represented about 29 percent of tourism industry sales. Food and beverage followed closely, representing 23 percent of industry sales. Total spending increased by more than 6 percent over 2011. Visitor spending has grown each year since the recession – showing a sharp annual rise of 10.5% in 2011 – but recovering with moderate 9.8% overall growth since 2008.

Jobs and Payroll

Tourism supported approximately 20,200 direct and indirect jobs, generating \$758.7 million dollars in wages and salaries. This represented 5.6% of Baltimore County's employment and 4.2% of Baltimore County's labor income. Tourism employment and labor income represented 9.8% of Maryland's tourism employment and 9.5% of Maryland's tourism labor income.

Revenue Generation

In 2012 visitor spending in Baltimore County generated more than \$178.2 million in state and local taxes, including income taxes from the wages of industry employees, sales taxes for tourism goods and services, hotel occupancy taxes, and other corporate taxes.

Howard County – Tourism Economic Benefits

Visitor Spending

Howard County tourists and travelers spent \$585.5 million on travel expenses in 2012. Food and beverage represented about 25 percent of tourism industry sales. Local transportation followed closely, representing 23 percent of industry sales. Total spending increased by more than 4 percent over 2011. Visitor spending has grown each year since the recession – showing a sharp annual rise of 15.8% in 2011 – but recovering with moderate 13.9% overall growth since 2008.

Jobs and Payroll

Tourism supported approximately 10,300 direct and indirect jobs, generating \$330.2 million dollars in wages and salaries. This represented 6.5% of Howard County's employment and 3.5% of Howard

County’s labor income. Tourism employment and labor income represented 5.0% of Maryland’s tourism employment and 4.1% of Maryland’s tourism labor income.

Revenue Generation

In 2012 visitor spending in Howard County generated more than \$178.2 million in state and local taxes, including income taxes from the wages of industry employees, sales taxes for tourism goods and services, hotel occupancy taxes, and other corporate taxes.

Table 6.7 Economic Impact of Tourism (2012)

	Baltimore Co	Howard Co
Total Tourism Industry Sales (millions)	\$1,107.5	\$548.5
Tourism Employment	20,171	10,295
Tourism Labor Income (millions)	\$758.7	\$330.2
Total Tourism Tax Receipts* (millions)	\$178.2	\$86.6

* including state, local, and hotel taxes
 Source: *Tourism Economics 2013*

Table 6.8 Tourism Industry Sales (2012)

	Baltimore Co	Howard Co
Transportation	29%	23%
Food and Beverage	23%	25%
Retail	20%	20%
Lodging	12%	17%
Recreation	15%	15%
Second Home	1%	0%

Source: *Tourism Economics 2013*

Maryland State Parks – Economic Benefits

Visitor Spending

In 2010, visitors to the eight state parks in central Maryland directly spent approximately \$74.3 million during their trips, producing a total economic impact of approximately \$86.9 million annually, including indirect and induced spending of more than \$83 million. Visitors spent approximately 72% of this money within a 20-minute drive of the parks. Approximately 80% of the local impact is attributed to day visitors. Day visitors spent on average \$26.94 per trip, of which 47% was for transportation, 34% for grocery store food and drinks, 18% was for restaurants, and 1% was for retail. Overnight visitors spent an average \$147.20 per trip, of which 28% was for transportation, 33% for grocery store food and drinks, 28% was for restaurants, 4% was for retail, 6% was for camp supplies, and less than 1% was each for attractions and other. (MD 2011)

Jobs

Visitor spending at state parks in central Maryland in 2010 supported more than 1,230 full-time jobs, of which 944 jobs were within a 20-minute drive of the parks (MD 2011).

Revenue Generation

Statewide visits to state parks in 2010 generated \$39 million in state income and retail taxes and \$4.8 million in county taxes, exclusive of the impacts created by state park employees and amusement taxes. For every \$1 the state invested in state park funding in 2010, \$1.04 was generated in state taxes (not including taxes generated by money spent in the parks) and \$29.27 was generated in economic activity. (MD 2011)

6.4 Patapsco Heritage Area Tourism Markets

Primary Tourism Market

The primary market area for the Patapsco Heritage Greenway encompasses the zip code areas in Howard County and southwest Baltimore County. Since several of these districts spillover county lines, the primary market area also includes portions of Carroll, Frederick, Montgomery, and Anne Arundel Counties. The area's 2010 population was 751,918. The most densely populated communities within the primary market area are Columbia and the neighborhoods in the I-695 corridor adjoining Baltimore City.

The primary area is 54 percent White, 33 percent Black, 8 percent Asian, and only 5 percent American Indian or Other. The minority population is largely concentrated in Baltimore County and in the I-95 corridor in southeast Howard County.

Children under the age of 14 compose close to 19.7 percent of its population. School-aged children (ages 5-14) account for 13.6 percent of the population, and are largely concentrated in the eastern, more urban areas, especially in Columbia and in the I-695 corridor.

Secondary Tourism Market

The Patapsco Heritage Greenway's secondary market area is defined as counties in the Baltimore/Washington area, and along the I-95 corridor between Baltimore and New York. This area includes the central portion of Maryland, the District of Columbia, portions of Northern Virginia and Southeastern Pennsylvania, Northern Delaware, most of New Jersey, New York City, and three suburban counties in New York State. Although not a huge geographic area, the secondary market is very densely settled, with a 2010 population of over 30.9 million.

The secondary area is less racially diverse than the primary area. It is 58.2 percent White, 21.8 percent Black, 9.0 percent Asian, and 11 percent American Indian or Other. It also has a significant Hispanic population, at 17.5 percent of the total.

Nearly six million children (18.9% of total) under the age of 14 reside in the secondary market area. Approximately 36 percent of its population is aged between 25 and 49, including 11.2 million people. About 3.8 million residents are over the age of 65, presenting a large retiree market.

Tertiary Tourism Market

The tertiary market area includes the balance of Maryland, Delaware, New Jersey, and Virginia, all of West Virginia and Connecticut, Southern and Eastern Pennsylvania, Southeastern New York State, and a portion of Northeastern Ohio. Although this area encompasses several large cities such as Pittsburgh, Richmond, and Cleveland, it is largely rural in character, and thus sparsely populated. This is evident from the fact that its 2010 population of 28.2 million was less than that of the secondary area, despite the fact that its geographic size is much larger.

The tertiary market is the least ethnically diverse of the three areas, as almost 23 million people (81.6%) in the tertiary market are White. Only 11.3 percent is Black, 2.3 percent is Asian, and the remaining 4.8 percent is American Indian or Other.

Not surprisingly, children compose a smaller share of total population, as only 18.2 percent of the area's population is under 14 years old. At the other end of the age scale, the tertiary area has a large population over the age of 65, with over four million residents (15.1 percent) of the area's residents falling into this category.

6.5 Heritage Area Tourism Partners

Baltimore County Office of Tourism and Promotion (Enjoy Baltimore County)

The Baltimore County Office of Tourism and Promotion serves as a guide for attractions, lodging and things to do and see in Baltimore County. Its website (www.enjoybaltimorecounty.com) provides information on where to eat, play, and stay in Baltimore County, as well as a calendar of events and a trip planning function that enables visitors planning a trip to build an itinerary. Entities registered with the department can promote their business, attraction, event, hotel, or restaurant on the website. A free annual visitor guide provides information on local events, the arts, attractions, recreation, shopping, restaurants, and accommodations of interest to visitors, event planners, and residents. Funding is provided largely by the state of Maryland, supplemented by a small annual grant from Baltimore County.

Howard County Office of Tourism and Promotion (Visit Howard County)

The Howard County Office of Tourism and Promotion (HCTP) is a membership-based non-profit organization that serves as the official destination marketing organization for Howard County. Its mission is to increase, develop, and promote tourism in Howard County by featuring the county's unique location, sites, services, products, and people. HCTP works consistently to move Howard County forward both as a Mid-Atlantic weekend destination and a convenient "2-4-1" home base for experiencing both Washington D.C. and Baltimore. HCTP also advocates for the tourism industry through public education and working with elected officials to create a greater awareness and appreciation for the contribution that tourism makes to the community via job creation and tax receipts. HCPT staff provides public relations and sales and marketing assistance to members, designed to extend business marketing reach in regional and local markets and to assist with business in-house promotional efforts. Howard County Government largely provides operational funds for the organization; partnership dues provide supplemental funding.

HCPT provides information to residents, the traveling public, tour operators, and event planners on places to go and things to do in Howard County. The award-winning Visit Howard County website (www.wisithowardcounty.com) offers on-line information on lodging, dining, shopping, sight-seeing, attractions, events, and travel packages; the website receives approximately 10,000 unique visits monthly. The Howard County Welcome Center on Main Street in Ellicott City has welcomed 30,000 visitors annually since opening in late 2011. The "On-the-Go Welcome Center Tent" provides on-site visitor information at signature county events. The I-95 Maryland Welcome Center offers limited complimentary window display space to HCPT partners. Each year approximately 100,000 copies of the free *Official Howard County Welcome Guide* are available in hotel rooms, business parks, Howard County libraries, and the Merriweather Post Pavilion.

HCPT Opportunities for HCPT members include cooperative media buying and regional partnerships, industry trade shows, presentations from industry experts, displays in visitor centers, special seasonal

marketing campaigns, group sales promotions, and networking opportunities at an annual tourism meeting, bi-monthly group sales breakfast clubs, and quarterly partner mixers.

Visit Baltimore

Visit Baltimore (formerly the Baltimore Area Convention and Visitors Association) is a membership-based non-profit organization that serves as the official destination development and marketing organization for the greater Baltimore region. Its mission is to generate economic benefits for Baltimore City by attracting convention, group, and leisure visitors and to work to provide a positive experience for all guests. Its vision is for all stakeholders to support the local tourism industry because they understand how the economic benefits generated – jobs and taxes – improve their quality of life. Stakeholders include government, citizens, and member organizations. Member organizations are lodging, dining, arts, attractions, shopping, transportation, associations, and government agencies.

Visit Baltimore provides information to the traveling public and event planners on agencies, associations, accommodations, attractions, events, nightlife, recreation, restaurants, retail, sporting activities, and transportation to business, leisure, group, and convention travelers. Through the Visit Baltimore website (www.Baltimore.org) more than one million people a year view virtual tours and request assistance and printed information such as visitor guides, facilities guides, maps, and/or group tour planning guides. Visit Baltimore's visitor center at the Inner Harbor attracts more than 400,000 travelers each year, where visitors pick up brochures, learn about promotions and events and sites to see, and purchase tickets to attractions. The *Official Guide*, published twice a year by Visit Baltimore, is a magazine-style guide for leisure travelers and convention attendees. The *Visit Baltimore Meeting and Event Planning Guide* is distributed to 5,000 meeting professionals, group tour operators and reunion planners; it features information needed to plan a convention, meeting, tradeshow, or event in the city and identifies available resources from Visit Baltimore's members.

Baltimore Tourism Association

The Baltimore Tourism Association (BTA) is a voluntary, non-profit coalition of tourism industry professionals from businesses located in the Baltimore metropolitan area and surrounding regions focused on promoting group travel. BTA helps its members increase their group business through education, outreach, and targeted regional promotions, as well as by fostering productive relationships between its members through networking opportunities. Members include a cross section of tourism professionals including attractions, restaurants, accommodations, theater, entertainment, destination management, tours, cruises, and transportation.

Maryland Tourism Council

The Maryland Tourism Council (MTC) is the only statewide membership organization representing all segments of the hospitality and tourism industry. Its mission is to connect, educate, and represent Maryland's tourism industry to create the most productive statewide tourism climate possible. MTC

represents and unites varied segments of tour and travel, bringing together the entire industry to enhance business growth and to promote the development of Maryland tourism. Members from all segments of the industry work together to promote business, participate in professional development activities, and enhance the economic impact of tourism for the benefit of all Maryland residents. MTC emphasizes government affairs, business growth, professional development, and alliances with other tourism organizations, the business community, and state and local governments.

Maryland Office of Tourism Development

A division of the Maryland Department of Business and Economic Development, the Maryland Office of Tourism Development (MOTD) promotes Maryland's attractions for the entire state. MOTD's mission is to increase tourism expenditures to the state by: promoting Maryland's attractions, accommodations and visitor services; providing resident and out-of-state visitors with information and services to ensure a positive trip experience; and positioning Maryland as a competitive tourism destination worldwide, in order to deliver revenue benefits for the state and its citizens.

Destination DC

Destination DC serves as the lead organization to successfully manage and market Washington, DC as a premier global convention, tourism and special events destination, with a special emphasis on the arts, cultural and historical communities. Destination DC is a private, non-profit corporation with a membership of 850 businesses and organizations that support the DC travel and tourism sector. By developing and executing centralized and cohesive sales and marketing strategies, Destination DC generates economic development for the city through tourism and meetings. A contracting arm of Events DC, the organization is funded by a percentage of DC's hotel occupancy tax, along with membership dues and co-operative marketing fees.

Capital Region USA

Capital Region USA (CRUSA) is the official regional destination marketing organization promoting Washington, DC, Virginia and Maryland internationally, in partnership with Destination DC, the Virginia Tourism Corporation, the Maryland Office of Tourism Development and the Metropolitan Washington Airports Authority. CRUSA's mission is to achieve more overseas travelers staying longer and spending more money through the leveraging of public and private investments to promote a regional travel experience that supports customer buying habits. Its target markets are the United Kingdom, Germany, Brazil, France, and China.

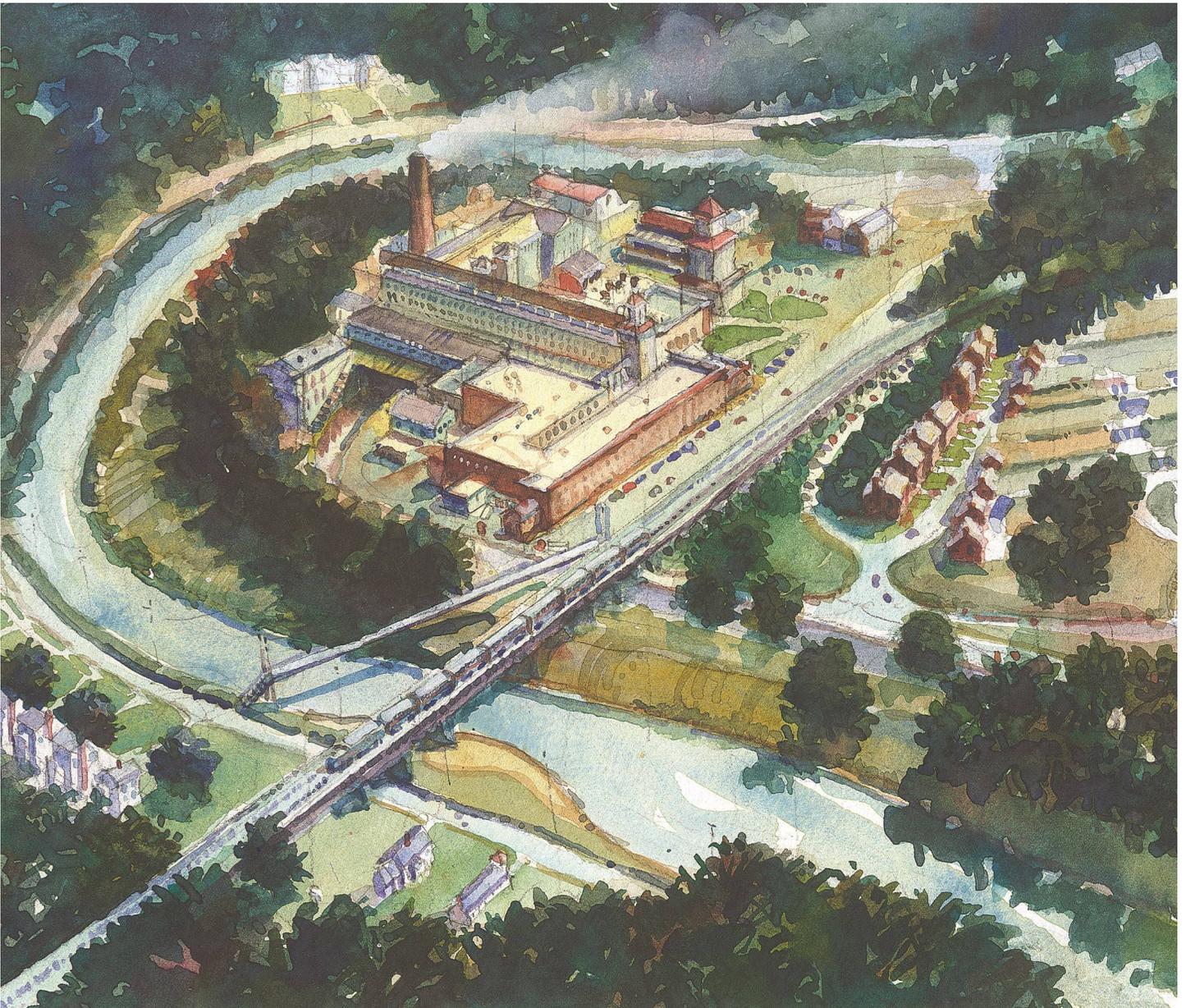
Brand USA

Brand USA plays a unique role as the nation's first cooperative destination marketing organization. Its mission is to encourage increased international visitation to the United States and to grow America's share of the global travel market. Brand USA focuses on delivering programs and platforms that

increase awareness and enhance the image of the United States among worldwide travelers in order to influence intent to travel to the United States and, most importantly, to increase visitation and spending.

7 Community Planning Context

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7. Community Planning Context

7.1 Land Use Recommendations of Local Plans

Baltimore County

Master Plan 2020 (Baltimore County 2010) is the guiding document that directs where and how future development in Baltimore County will occur through 2020. The plan builds on the successful concepts and strategies of previous plans and introduces a new framework of sustainability focused on fostering a healthy environment, vibrant communities, and economic vitality. Following is a summary of the planning framework elements specifically related to growth and economic development within the Patapsco Heritage Area. Other planning framework elements that are particularly relevant to the heritage area are addressed in sections 7.2 through 7.5 below.

Proposed Land Use – Patapsco Heritage Area

The Patapsco Heritage Area is located largely within Baltimore County’s Urban Area (figure 7.1). The Urban Area encompasses land within the county’s Urban Rural Demarcation Line (URDL). The Urban Area coincides with the Priority Funding Area (PFA) where Baltimore County proposes to concentrate use of state funds to support growth. Land within the heritage area that is outside the URDL is within Baltimore County’s Rural Area and is within Patapsco Valley State Park or is undeveloped land that adjoins or is surrounded by Patapsco Valley State Park.

Baltimore County’s Proposed Land Use Map provides general recommendations for land use within the heritage area based on the policies in *Master Plan 2020*. The map is conceptual and general, and is intended to reflect land use patterns and support the land use objectives of *Master Plan 2020*, rather than identify land use of individual properties or parcels. Five land use categories – ranging from the most natural to the most urban – occur within the Patapsco Heritage Area (figure 7.1):

- **T-2 (Rural Zone)** consists of sparsely settled lands in an open or cultivated state. These include woodlands, agricultural lands, and grasslands. Typical buildings may include farmhouses and agricultural buildings.
- **T-2 R (Rural Residential Zone)** consists of large lot single-family detached housing. Plantings are informal. All setbacks are generally 50+ feet. Lots are deep to accommodate a larger backyard. Density varies between 2 to 5 acres per dwelling.
- **T-3 (Sub-Urban Zone)** includes low-density residential areas, adjacent to higher zones that contain mixed use. Home occupations and outbuildings may be allowed.
- Landscaping is naturalistic and setbacks are relatively deep. Blocks may be large and the roads irregular to accommodate natural conditions.
- **T-4 (General Urban Zone)** is characterized by mixed-use, but is primarily residential urban fabric. It may have a wide range of building types including single-family detached and attached

Patapsco Heritage Area Management Plan

Figure 7.1

**County Comprehensive Plan -
Future Land Use Recommendations**

Howard County Designated Place Types

- Growth and Revitalization
- Established Community
- Planning Area Boundary

Source: PlanHoward 2030

Baltimore County Future Land Uses

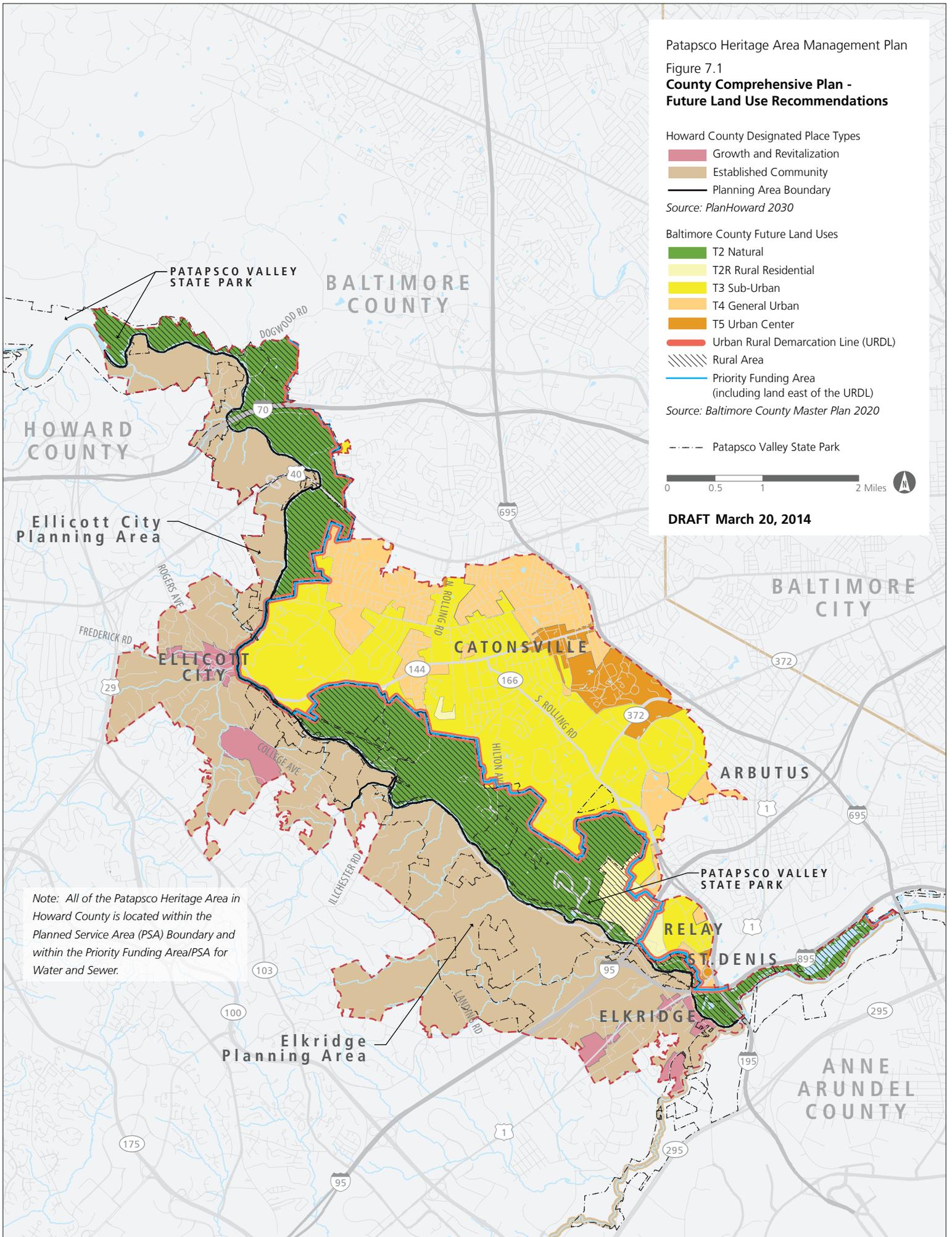
- T2 Natural
- T2R Rural Residential
- T3 Sub-Urban
- T4 General Urban
- T5 Urban Center
- Urban Rural Demarcation Line (URDL)
- Rural Area
- Priority Funding Area (including land east of the URDL)

Source: Baltimore County Master Plan 2020

Patapsco Valley State Park



DRAFT March 20, 2014



Note: All of the Patapsco Heritage Area in Howard County is located within the Planned Service Area (PSA) Boundary and within the Priority Funding Area/PSA for Water and Sewer.

Patapsco Heritage Area Management Plan

Figure 7.2

Zoning

- Residential
- Business
- Office
- Industrial/Manufacturing
- Resource Conservation
- Agriculture

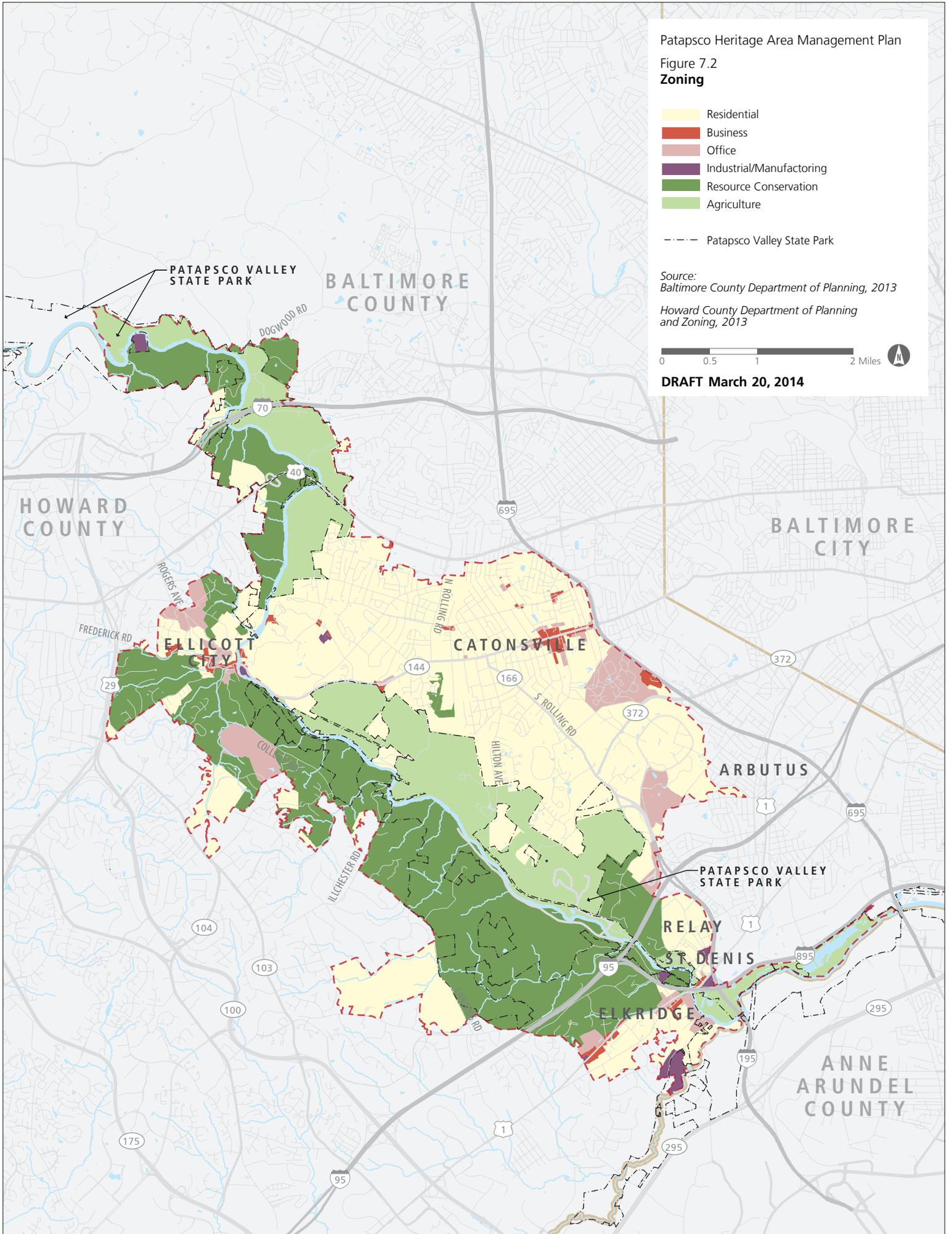
--- Patapsco Valley State Park

Source:
Baltimore County Department of Planning, 2013

Howard County Department of Planning
and Zoning, 2013



DRAFT March 20, 2014



houses, and townhouses. Setbacks and landscaping are variable. Streets with curbs and sidewalks define medium-sized blocks.

- **T-5 (Urban Center Zone)** includes higher density mixed-use buildings that accommodate retail, offices, townhouses, and apartments. It has a tight network of streets, with wide sidewalks, steady street tree planting and buildings set close to the sidewalks.

Land Management Areas – Patapsco Heritage Area

Master Plan 2020 designates “Land Management Areas” that organize Baltimore County into general policy areas. The purpose of these areas is to express the *general intention* of the county regarding development and provision of services. More specific details pertaining to these areas can be found in their respective sections of the plan. Additionally, many of these areas have specific community level plans adopted as part of *Master Plan 2020*.

Resource Preservation Areas – Resource preservation areas are designed to protect environmental, historic, and cultural resources, while allowing only limited residential, commercial, or institutional development. Within the Patapsco Heritage Area, the Patapsco River corridor (T2 Natural area on figure 7.1) is a designated resource preservation area. While most of this area is within Patapsco Valley State Park, there are a number of undeveloped parcels adjoining the park or surrounded by the park. *Master Plan 2020* recommends the following actions related to resource preservation areas:

- Recommend that the County Council when evaluating rezoning requests carefully evaluate any proposed zoning changes that would permit additional residential density or increased commercial development in the R.C.6, 7, and 8 zones.
- Complete detailed studies to determine the existing and potential residential densities in resource preservation areas.
- Consider limiting residential densities to one dwelling unit per 25-50 acres. Consider limiting density calculation to net density for resource zones.
- Delineate and coordinate the public use of resource preservation areas for recreational benefits.
- Protect and foster forests and stream systems through conservation easements that prevent the continued fragmentation of these critical resources.
- Continue to support state and county programs that encourage sustainable forest management and initiatives to retain forestlands for multiple ecological and economic benefits.

Community Enhancement Areas – Baltimore County has designated numerous community enhancement areas (CEAs) throughout the county. CEAs are areas considered suitable for sustainable redevelopments that are compact, mixed-use, and walkable. Within the Patapsco Heritage Area the T5 Urban Center in Catonsville is a designated CEA. *Master Plan 2020* recommends the following actions to encourage development and redevelopment of under-utilized properties within CEAs:

- With assistance from all stakeholders, including citizens, developers, property owners, and government officials, identify appropriate sites within the URDL boundary, for potential redevelopment as CEAs.

- Examine the selected areas for adequate infrastructure, existing and proposed open/civic spaces, public transportation options, environmental constraints and any other challenges.
- Prioritize sites for greatest potential for success, with possible Transit Oriented Development (TOD) projects having the highest priority.
- Investigate all possible incentives that would encourage/facilitate redevelopment of under-utilized commercial properties.
- Develop specialized overlay zones that represent community consensus. Involve all stakeholders in the planning process with tools such as an Urban Design Assistance Team (UDAT) or a public planning charrette process.
- Encourage quality, sustainable design, with great emphasis on walkability, connectivity, and improvement of the quality of stormwater runoff.
- Review all subsequent plans and building permits for compliance with the approved development proposal.
- Examine the development plan and permit review procedures for methods to expedite the approval process.
- Create a new mixed-use zone intended to accommodate residential, employment, office and retail uses in the same development and/or structure, and apply the new zone to areas designated as CEAs.
- Develop standards to assure the provision of appropriate and adequate open spaces that meet the needs of new residents.
- Work with private lenders and investors to make sufficient financing available for redevelopment projects. Funding for the development entity's activities could consist of public and private funds, including loan deposit funds made available by local and regional lenders.
- Consider offering Tax Increment Financing (TIFs), Payment in Lieu of Taxes (PILOTs), and other tax incentives to reduce the private sector costs of redevelopment that promotes a public purpose.

Community Conservation Areas. Community conservation areas (CCAs) encompass Baltimore County's more densely populated, established communities. Within the heritage area, all land in Baltimore County – exclusive of the Catonsville CEA (T5 Urban Center) and the Resource Preservation Area (T2 Natural area) – is designated a CCA. Preserving CCAs is a fundamental component of the county's critical effort to effectively maintain, strengthen, and manage its built environment. In the future, the county's community conservation strategy will include actions in the areas of sustainable housing, homeownership, workforce housing, and green housing.

Howard County

PlanHoward 2030 (Howard County 2013c) is Howard County's current adopted general plan that provides the framework for decision making related to development, land preservation, changing demographic and employment trends, neighborhood sustainability, capital projects, county services, and other key issues. The plan is organized into three major parts to address the three key aspects of sustainability – environment, economy, and community quality of life. Following is a summary of the

planning framework elements specifically related to managing growth and fostering economic development within the Patapsco Heritage Area. Other planning framework elements that are particularly relevant to the heritage area are addressed in sections 7.2 through 7.5 below.

Designated Places – Patapsco Heritage Area

The Patapsco Heritage Area is located within Howard County’s Priority Funding Area (PFA) (figure 7.1). The PFA encompasses the easternmost 40 percent of the county where Howard County proposes to concentrate use of state funds to support growth. Land within the PFA is assigned to one of two focused target areas for future growth: Targeted Growth and Revitalization Areas or Established Communities. The entire PFA is within the county’s Planned Service Area (PSA) for both public water and sewerage.

Targeted Growth and Revitalization Areas. Targeted Growth and Revitalization Areas are areas where current policies, zoning, and other regulations, as well as policies suggested in *PlanHoward 2030* seek to focus most future county growth. Within the Patapsco Heritage Area, there are three areas that are designated as Targeted Growth and Revitalization Areas:

- Ellicott City
- College Avenue/Taylor Manor area (east of Ellicott City)
- Elkridge (three areas near one another in the Elkridge area)

Plan Howard 2030 (Howard County 2013c) notes the following about Targeted Growth and Revitalization Areas:

- Based on land availability and current zoning, the county projects that by 2030 one-third of all new homes in Howard County will be single-family detached and two-thirds will be townhouses or apartments. These are typically more affordable housing products and will help accommodate diverse housing needs. All of these product types will be located in the PFA and most within the Targeted Growth and Revitalization areas.
- Targeted Growth and Revitalization Areas offer opportunities to create more compact, complete communities at densities that can support a mix of uses and transportation options. Higher density, mixed-use development is critical to accommodating future growth that minimizes impacts on the environment, existing communities, and the Rural West. New, complete communities should be designed to ensure that they:
 - exhibit housing, jobs, and service diversity
 - have streets and buildings that are well integrated and of a human-scale design
 - are walkable, bikeable, and have access to good transit service
 - support shared parking
 - contain vibrant public spaces and activity-filled destinations as well as access to green space and natural areas
 - minimize adverse impacts and restore degraded environment features

- meet green building standards including use of renewable energy
- are compatible with neighboring uses
- Within the Targeted Growth and Revitalization Areas there should be opportunities for more detailed planning for the development of transit-supportive densities and land uses, as well as pedestrian and bicycle connectivity.
- Targeted Growth and Revitalization Areas are more likely to need expanded public facilities and developers of new projects are expected to either construct or contribute to facility capacity
- Targeted Growth and Revitalization Areas are places where existing community patterns are expected to experience more change.

Established Communities. Established communities are areas that consist of already established residential and commercial areas in the eastern portion of the county where limited growth is expected, primary through residential infill development. Within the Patapsco Heritage Area, all of the land within Howard County outside of the Targeted Growth and Revitalization Areas is designated in *PlanHoward 2030* (Howard County 2012c) as Established Communities.

Plan Howard 2030 (Howard County 2013c) notes the following about Established Communities:

- Established Communities predominately consist of existing single-family neighborhoods or business areas to be respected with limited infill and enhancement.
- Established Communities where enhancements will primarily focus on maintaining infrastructure and creating more complete communities.
- While these areas are collectively much larger than the collective targeted growth and revitalization areas, Established Communities have much less growth capacity.
- Within Existing Communities, facility maintenance and renovation would be the focus. The addition of sidewalks, stormwater management, or new open space could be beneficial in areas where these were not required under previous regulations. Since the county's Rural West area will experience only limited growth, maintenance of existing facilities is a priority. Budget constraints will require a balanced approach to making funding decisions that support both growth and the enhancement of existing communities while continuing to maintain and renovate older, existing infrastructure and facilities.

Route 1 Corridor Redevelopment Area

The southern portion of the heritage area encompasses a 1.5-mile section of the Route 1 Corridor in Elkridge, the oldest section of the Route 1 Corridor in Howard County. The Route 1 Corridor, most of which is west of the heritage area, is home to 30 percent of Howard County's jobs, making it a vital economic asset. The corridor holds competitive advantages for attracting investment in office development which, when it happens, will increase jobs and generate additional opportunities for commercial and residential development. Some of this redevelopment is anticipated within the Route 1 corridor that is within the Patapsco Heritage Area. The *Route 1 Corridor Revitalization Study Phase 2*

Report (Howard County 2002) identifies specific Community Activity Centers in Elkrigde within the heritage area where redevelopment should be facilitated.

To maximize opportunities for redevelopment and achieve the desired vision for the Route 1 Corridor, *PlanHoward 2030* (Howard County 2013c) recommends employing strategies to offset the inherent drawbacks associated with redevelopment aimed at facilitating new development and redevelopment projects that catalyze economic growth, protect existing employment areas, and enhance existing communities:

- **Economic Growth.** Focus incentives on opportunity sites within the Route 1 Corridor and on key industry market sectors with strong growth potential in Howard County.
- **Beneficial Projects.** Adopt a tiered incentive program that provides benefits commensurate with the proposed project’s potential benefit to the county.
- **Nodes.** Develop plans for key opportunity areas that allow for significant future intensification, while maximizing current and intermediate development potential and protecting industrially zoned land.
- **Land Assembly.** Encourage land assembly to prevent piecemeal redevelopment and facilitate projects that are integral to the county’s long-term development strategy.
- **Partnering.** Evaluate specific scenarios where the county might benefit from engaging in public/private development partnerships, including opportunities for nonprofits.
- **Transportation.** Promote, plan, and protect bicycle, pedestrian, and transit access in the Route 1 Corridor.

7.2 Resource Conservation – Historic Preservation

Baltimore County Historic Preservation Program

Ongoing Historic Preservation Program Elements

Baltimore County Historic Properties Inventory. Baltimore County maintains an Inventory of Historic Properties with more than 3,000 properties located throughout the county. Listing imposes no restrictions on what property owners may do with a property. Approximately 5 percent of the listed properties are within the Patapsco Heritage Area (see section 5.1).

Baltimore County Landmarks Preservation Commission. The Baltimore County Landmarks Preservation Commission (LPC) approves the inclusion of historic properties along with their historic environmental setting (HES) (see below) on the Preliminary Landmarks List and the formation of county historic districts. The LPC also approves exterior alterations affecting any structures on the Preliminary or Final Baltimore County Landmarks List and all developments including exterior alterations, within county historic districts.

Baltimore County Landmarks List. Baltimore County maintains a *Designated Final Landmarks List* (Baltimore County 2013a). The Landmarks List was created to preserve structures that have historical, architectural, archeological, or cultural merit deemed significant to Baltimore County’s heritage. Landmark structures include a Historic Environmental Setting (HES) where they have an associated property or lot or portion thereof which is historically, architecturally, archeologically, or culturally connected to its historic significance. Baltimore County has identified 25 landmarks within the Patapsco Heritage Area (see section 5.1).

Designation as a county landmark means that any exterior modification or addition, as well as any excavation, building, or demolition permit, is subject to approval by the LPC Treatment guidance includes the county’s *Historic Design Guidelines, Basic Principles of Historic Preservation* (Baltimore County 1991) and the *Secretary of the Interior’s Standards for the Treatment of Historic Properties* (US DOI 1998).

Baltimore County Historic Districts. Baltimore County has designated 17 county historic districts, of which four are within the Patapsco Heritage Area (see section 5.1). As with Baltimore County Landmarks, any exterior modification to a structure in a district, or any excavation, building, or demolition permit, is subject to approval by the LPC. In addition, the LPC’s authority within a county historic district includes the site surrounding and adjoining individual structures, which may be important in maintaining the sense of historic character. New developments within a historic district are also subject to LPC approval, which ensures compatible infill development.

Baltimore County Historic Tax Credits. Baltimore County offers one type of property tax credit for rehabilitation expenditures on historic resources that is available for residential or commercial properties

- For residential properties, a historic tax credit for qualified expenses provides a tax credit equal to 20 percent of the cost of eligible work. This type of tax credit may be applied to projects costing \$1,000 or more.
- For commercial properties, a historic tax credit for qualified expenses amounts to the difference between the assessed value before the rehabilitation work began and the increase in assessment attributable to the rehabilitation work. In order to generate a reassessment, the work has to be significant – generally in excess of \$50,000. The credit may not however, exceed the actual amount of the tax levied on the property in any tax year.

Eligible properties include:

- Properties that are on the *Designated Final Landmarks List* (Baltimore County 2013a)
- Properties that are individually listed on the National Register of Historic Places
- Properties that are “contributing” properties (as defined by Baltimore County) located within a National Historic District or within one of the 17 Baltimore County historic districts.

***Baltimore County Master Plan 2020* Historic Preservation Policies and Implementing Actions**

Master Plan 2020 (Baltimore County 2010) recognizes the achievements made in preserving Baltimore County's historic resources and outlines other measures that could be undertaken to strengthen historic preservation in Baltimore County. Implementing actions include:

- Promote historic preservation through improved education.
 - Provide information about preservation issues so the public can make informed decisions about historic resources.
 - Develop programs to educate the public about the economic, environmental, and cultural benefits of historic preservation.
 - Make pertinent information available on the Baltimore County web site along with links to additional sources and studies.
- Preserve historic structures and their settings.
 - Continue to utilize nomination to the landmarks list as a means to safeguard historic buildings.
 - Encourage and facilitate use of the County's historic property rehabilitation tax credit program.
- Preserve and protect cultural resources.
 - Incorporate a list of cultural resources in community plans and explore the best methods to preserve them.
 - Continue to work cooperatively with the Department of Public Works, the Office of Community Conservation and the communities to support improvements to preserve and enhance Historic African-American Communities.
- Increase awareness about the importance of archeological resources.
 - Educate the public and other agencies about the importance of archeological resources.
- Coordinate historic preservation with the County's rural strategy.
 - Encourage owners of rural historic resources to place their property on the Landmarks List – particularly properties that are important to the agricultural history of Baltimore County and which are located along scenic routes.
 - Continue to protect designated "view sheds" of historic resources , either by limiting new development within view of the historic resource, or by buffering new development from the view of such resources.

Howard County Historic Preservation Program

Ongoing Historic Preservation Program Elements

Howard County Historic Sites Inventory. Howard County maintains a Historic Sites Inventory of 945 architecturally and historically significant properties located throughout the county. Properties listed on the inventory are eligible for historic tax credits. Any property listed on the inventory that proposes a subdivision or site development plan must present the plan to the Historic District Commission for advisory comments. Approximately one-third of the listed properties are within the Patapsco Heritage Area (see section 5.1).

Howard County Historic District Commission. Since 1973, the Howard County Historic District Commission has played an important role in historic preservation in the county. The commission's primary responsibility is in preserving the historic character of the Ellicott City and Lawyer's Hill National Historic Districts. The commission also has a countywide role in promoting historic preservation, approving tax incentives for improvements to eligible, privately owned historic buildings, and advising county agencies on the treatment of county-owned historic properties.

Ellicott City and Lawyer's Hill Historic Districts. The two locally designated historic districts subject to the HDC's authority are Ellicott City and Lawyer's Hill, both of which are within the Patapsco Heritage Area. The HDC must review all proposals for construction, demolition, or exterior alterations of properties in the historic districts. Published design guidelines (Howard County 1998 and 1995) describe the architectural and landscape elements that reflect each district's history, and suggest guidelines for rehabilitation and new construction that will best preserve its historic character. The guidelines provide a framework for the HDC's review of applications and help property owners plan their projects and prepare applications for the commission. Exterior changes to non-historic buildings are subject to the same review requirements as other historic buildings, although improvements to non-historic buildings must only be compatible with the district's general historic character and need not look "historic."

Ellicott City Façade Improvement Program. The Ellicott City Façade Improvement Program (FIP) is a program administered by the Howard County Department of Planning and Zoning to aid property and business owners in the repair and restoration of commercial buildings within the Ellicott City Historic District. All FIP applications must first be reviewed and approved by the HDC. Planning and Zoning staff administering the FIP review applications concurrently with the HDC. The program provides up to \$10,000 in matching funds for façade repair and restoration. Building and business owners can apply for up to 50% of the cost of their project. Funds are available on a "first-come first-served" basis.

Howard County Local Property Tax Incentives. Howard County offers two types of local property tax incentives for work that restores or preserves an eligible historic property:

- A historic tax credit for qualified expenses provides a tax credit equal to 25 percent of the cost of eligible work. This type of tax credit may be applied to projects costing \$500 or more.

- A historic tax credit for increase in assessed value abates the increase in property tax that would result from increased assessed value due to the restoration work done, as determined by the Maryland State Departments of Assessments and Taxation. This tax credit may be applied to project costing \$5,000 or more, and are granted annually for ten years after the work is completed.

Tax incentives may be applied to eligible historic sites throughout the county as well as to properties in local historic districts. The HDC must review an application submitted by the property owner before any work is performed and make certain findings. Eligible properties include:

- A structure that is listed on or determined eligible for the Howard County Historic Sites Inventory and is designated by the HDC as historically significant.
- An existing principal structure located within a historic district which the HDC determines to be of historic or architectural significance, or to be architecturally compatible with the historic structures in the district.
- A cemetery, at least 50 years old, not operated as a business, and which is listed on the Howard County Cemetery Inventory.

Howard County Cemetery Inventory and Howard County Cemetery Preservation Advisory Board.

Howard County maintains an inventory of more than 200 burial ground sites throughout the county. The Cemetery Preservation Advisory Board is responsible for oversight of the inventory, and for preservation of historic burial grounds through various means, including education, projects, and initiatives, as well as creation of laws, regulations and procedures that would be considered by the Howard County Council and the County Executive for implementation.

***PlanHoward 2030* – Historic Preservation Policies and Implementing Actions**

PlanHoward 2030 (Howard County 2013c) recognizes the achievements made in preserving Howard County's historic resources and outlines other measures that could be undertaken to strengthen historic preservation in Howard County. Implementing actions include:

- **Historic Tax Credits.** Promote greater use of County historic tax credits for properties in local historic districts or listed on the Historic Sites Inventory.
- **Programs and Laws.** Strengthen historic preservation programs and laws both to prevent demolition and incentivize restoration and adaptive reuse.
- **Historic Sites Inventory.** Continue to update the Historic Sites Inventory.
- **Grants.** Apply for Maryland Historical Trust grants for documentation of archeological resources, museum collections, and oral histories.
- **Potential New Districts.** Work with property owners regarding the merits of establishing new historic districts, where owners have expressed interest.
- **Main Street Program.** Explore establishing a Main Street program for Ellicott City.

- **Historic Preservation Strategic Plan.** Work with historic preservation advocates and other stakeholder groups and create an historic preservation plan to broaden awareness of our heritage and encourage renovation and reuse of historic resources.
- **Public Awareness.** Increase public awareness of historic preservation by expanding and promoting educational opportunities for residents to learn about the County's history and historic sites.
- **Cemeteries.** Undertake outreach to historic cemetery owners regarding best practices for maintenance, restoration, and historic tax credit.
- **Historic Ellicott City.** Promote, plan, and protect safe pedestrian access in the retail section of Historic Ellicott City.

Historic Preservation Strategic Plan. The Howard County DPZ is currently collaborating with Historic Preservation Advocates to develop a historic preservation plan, as recommended in *PlanHoward 2030*, for consideration by County Council and the County Executive for implementation. The plan is currently proposed for adoption by the Howard County Council as Council Resolution 11-2014.

The plan's purpose is to provide guidance and direction for the current and future preservation of Howard County's non-renewable historic and cultural resources, as well as to ensure the county's future plans for growth will protect historic resources in a coordinated, recognized and measured manner (Howard County 2013a). The historic preservation plans advocates for the preservation of historical and cultural resources by continued identification, documentation, evaluation, and protection (Howard County 2013a). Historic preservation policies and strategies are also designed to encourage public appreciation for local history and to enhance stewardship by all owners of historic resources. Proposed actions seek to accomplish the following nine goals (Howard County 2013a):

- Preserve the cultural, historical, and archeological resources of Howard County.
- Create a new Historic Preservation Commission (HPC) to become the steward of the Howard County Historic Preservation Plan.
- Strengthen laws and regulations to ensure adequate protection of historic resources, districts, sites, roads, landscapes, and archeological resources.
- Continually evaluate and identify historical, cultural, and archeological resources.
- Develop, promote, and maintain financial resources to further historic preservation.
- Increase public education and outreach.
- Enhance protection of cemeteries.
- Support historic neighborhoods and commercial area revitalization.
- Promote heritage tourism.

7.3 Resource Conservation – Local Land Preservation, Recreation and Parks

Maryland’s Program Open Space, as most recently amended, requires the 23 counties and Baltimore City, to submit Local Preservation, Parks, and Recreation Plans every five years. The local plans provide the basis for the statewide plan which will provide a framework for the state to implement an integrated and coordinated approach to the provision of recreation lands and facilities as well as the protection of natural resources and agriculture.

Baltimore County 2012 Land Preservation, Parks and Recreation Plan

Recreation Parks and Open Space

Baltimore County’s priorities for addressing its most significant parkland and recreation facilities needs for 2012 through 2022 and beyond are outlined in its *Land Preservation, Recreation and Parks Plan* (Baltimore County 2012a). Within the heritage area there is one major priority for parkland and recreation facilities. The plan identifies land acquisition and facility development for a large scale indoor and outdoor recreation facilities (+35 acres) to be potentially implemented as part of redevelopment of the Spring Grove Hospital Complex in Catonsville.

Agricultural Land Preservation

Baltimore County will continue to refine and rely on the agricultural land preservation efforts that have been a key component of rural growth management in the county for over 40 years. The county has set a goal of protecting by the year 2022 a total of 80,000 acres of agricultural and natural resource lands through conservation easements and other similar legal instruments. Implementation actions relevant to the few remaining rural and natural lands within the heritage area that are not yet in public ownership in Baltimore County (figure 7.1) include:

- Continue to seek and encourage the donation and sale of easements through the various land preservation programs.
- Conduct landowner outreach and public education to increase awareness of these conservation programs and garner interest in land protection.
- Identify and preserve parcels large enough to support normal agricultural and forestry activities.
- Fairly compensate farmers for loss of development rights.
- Work with state and local partners to monitor and steward existing conservation easements to ensure compliance with agreements to protect the County’s investments in agricultural land preservation.
- Continue to seek adequate funding to acquire easements on at least 2500 acres per year.

Other agricultural land preservation actions in *Master Plan 2020* (Baltimore County 2010) do not apply to the heritage area because it does not include any Agricultural Priority Preservation Areas or Rural Legacy Areas.

Natural Resource Conservation

Greenways. Baltimore County has designated greenways that are envisioned to provide networks of open space and parklands which are utilized for preservation, recreation, or both (Baltimore County 2010 and 2012a). In the upstream portion of the heritage area, recreational greenways are designated along Brice Run, Bens Run, and Dogwood Run. In the Catonsville area, a recreational greenway is designated along Cooper Branch/Trolley Line #9 Trail, which includes a connection through Catonsville to an environmental greenway designated along Soapstone Branch. The principal mechanism for protection of designated greenways is through regulatory efforts by the Department of Recreation and Parks and the Department of Environmental Protection and Sustainability (EPS). The Department of Recreation and Parks seeks to create a broader spectrum of both recreational and environmental greenways through requirements for easements and reservations during the development plan process. EPS seeks to establish easements through its Forest Buffer and State Forest Conservation Programs that require easements on streams and Forest Conservation Program as part of receiving approval for development plans.

Other Natural Resource Conservation Initiatives. Other important initiatives upon which Baltimore County will continue to rely to help conserve natural resources are: actions to protect, restore, and manage forest resources; actions to protect plant and animal habitats; actions to protect, restore, and manage watersheds; implementation of an education and citizen participation program; and actions to restore rivers and streams.

Howard County 2012 Land Preservation, Recreation and Parks Plan

Recreation Parks and Open Space

Howard County's priorities for addressing its most significant parkland and recreation facilities needs for 2013 through 2028 are outlined in its *Land Preservation, Recreation and Parks Plan* (Howard County 2012b). Two projects are identified within the Patapsco Heritage Area. At the Patapsco Female Institute identified improvements include construction of a restroom, lighting, fencing, shelter, roads, parking, and landscaping; these improvements are estimated to occur in the short-range (2013-2017). At Rockburn Branch Park identified improvements include restoration of the farmhouse and construction of an enclosed sports facility, sports fields, playgrounds, picnic areas, parking and court games on Parcel M, lighting replacement on Phase I and installation of synthetic turf on Field #15; these improvements are estimated to be spread over the short-range (2013-2017) and the mid-range (2018-2023).

Agricultural Land Preservation

Howard County will continue to refine and rely on three main techniques to protect agricultural land: agricultural preservation easements, county zoning and subdivision regulation, and the Economic Development Authority's Agricultural Marketing Program (Howard County 2012b). Of these techniques, the easement program has the most relevance to the heritage area. In Howard County, 6 percent of the heritage area is currently protected through agricultural or environmental easements.

Natural Resource Conservation

Greenways. Howard County has designated several recreational greenways that are envisioned to include multi-purpose trails that are accessible to the public because they are publicly owned or through easements (Howard County 2012b). One greenway is within the Patapsco Heritage Area. The Patapsco Regional Greenway is a partially established, multi-jurisdictional greenway along the Patapsco River. Patapsco Valley State Park forms the greenway spine. Within the heritage area the park includes 5,346 acres of protected land along the river in Baltimore and Howard Counties. On the Howard County side of the river the greenway is continuous, with the exception of three areas: Daniels, Ellicott City, and Elkridge. On the Baltimore County side of the river the greenway is continuous with the exception of five areas: Oella, the Frederick Road area near Ellicott City, Avalon, Relay, and below Elkridge.

Greenway Expansion Areas. A greenway expansion area is also designated along the Patapsco River within the heritage area (Howard County 2012b). This is an area that Howard County hopes to preserve in the future in cooperation with the state and Baltimore County. In addition to preserving the environmental amenities along the corridor, the purpose is to use the greenway infill lands to connect lands already preserved. For that reason, the expansion area corresponds with the existing gaps in Patapsco Valley State Park along the Patapsco River in Howard County.

Other Natural Resource Conservation Initiatives. Other important initiatives upon which Howard County will continue to rely to help conserve natural resources are subdivision regulations (such as buffer requirements and prohibition of development on steep slopes and within floodplains), watershed planning, stormwater management requirements in new developments, and forest cover requirements of the Howard County Forest Conservation Act (Howard County 2012b).

7.4 Resource Conservation – Green Infrastructure

Baltimore County Green Infrastructure

Baltimore County's program to protect its green infrastructure includes greenway elements, a recreational acquisition element, and a greenprint element. Occurrences of the first two of these elements within the Patapsco Heritage Greenway and the mechanisms to protect them are summarized above in section 7.4. The third green infrastructure element – the greenprint element – has been identified through the state's green print mapping process (MD DNR 2000).

Several green infrastructure components are recommended for the Baltimore County portion of the Patapsco Heritage Area (see section 5.3 and figure 5.3). A total of approximately 3,613 acres within the heritage area in Baltimore County are recommended as green infrastructure, including 3,260 acres in hubs and 353 acres in corridors – encompassing 39 percent of the heritage area in Baltimore County. Of this recommended green infrastructure, approximately 2648 acres (73%) have already been protected through fee simple acquisition and are included within Patapsco Valley State Park or Baltimore County parks. The principal mechanisms identified by Baltimore County for protecting the remaining

recommended green infrastructure are either fee simple acquisition, purchase of easements, or forest banks on properties that contain forest resources.

Howard County Green Infrastructure

Howard County's *Green Infrastructure Network Plan* (Howard County 2012b) is designed to define, protect, and enhance a green infrastructure network that includes and links the most ecologically significant natural areas in Howard County. The recommended green infrastructure network builds upon the framework provided through the state's green print mapping program (Maryland 2000). The expressed purpose of the county's green infrastructure plan is to enable planners to consider important natural resources when preparing other county plans, making decisions about zoning and development proposals, acquiring land for parks and public facilities, and obtaining easements (Howard County 2012b).

Several green infrastructure components are recommended for the Howard County portion of the Patapsco Heritage Area (see section 5.3 and figure 5.3). A total of approximately 3,189 acres within the heritage area in Howard County are recommended as green infrastructure, including 2,991 acres in hubs and 198 acres in corridors – encompassing 48 percent of the heritage area in Howard County. Of this recommended green infrastructure, approximately 2607 acres (82%) have already been protected through fee simple acquisition and are included within Patapsco Valley State Park or Howard County parks. An additional 85 acres (3%) have been protected by agricultural or environmental easements.

The principal mechanisms identified by Howard County to protect and enhance the network include stewardship, financial incentives, regulatory protection, easement, and acquisition. The county's implementation priorities are:

- Short-Term (2 to 3 years)
 - Integrate the Green Infrastructure Network Plan into county planning efforts, including the development review process, watershed management planning, the capital improvement program, and park and open space acquisition planning.
 - Set priorities for easement and land acquisition; use existing programs to begin acquisitions.
 - Develop management plans for each hub and corridor; include confirmation of the viability and location of potential corridors.
 - Use existing and new outreach programs to encourage and aide stewardship.
 - Develop protocols to monitor changes in the network.
- Mid-Term (3 to 5 years)
 - Establish a new easement/land acquisition program.
 - Amend development regulations and design standards to increase protection of sensitive resources.
 - Institute financial incentives such as a property tax credit or cost share program for more costly best management practice on private property.

- Update the network map on a regular basis and prepare an indicators report.
- Long-Term (5 or more years)
 - Review and update management plans on a regular basis.
 - Conduct periodic reviews of regulations and programs for any needed adjustments to ensure protection and enhancement of the network.

7.5 Resource Conservation – Scenic Resources

Baltimore County Scenic Resources

Master Plan 2020 (Baltimore County 2010) recognizes the county’s efforts to protect its scenic resources, beginning in 1991 when the county adopted a set of development guidelines to protect scenic corridors and views. Scenic routes identified by the county and the State Highway Administration that are within the Patapsco Heritage Area include Historic National Road (a national scenic byway and All American Road) and various roads in the Oella, Catonsville, and Daniels areas. *Master Plan 2020* (Baltimore County 2010) outlines additional measures that could be undertaken to strengthen protection of scenic resources. Those relevant to the Patapsco Heritage Area include:

- Preserve scenic corridors and views through proper zoning and coordination with federal and state governments.
 - Coordinate scenic resource management practices with the national and state Scenic Byways Programs.
 - Evaluate proposed improvements to state and county roads and bridges regarding their impact on scenic resources in compliance with the adopted *Rural Roads Standards*. Where public safety allows, the narrow and/or winding character of roads is part of the scenic experience and ought to be preserved.
 - Assess proposed development impacts on scenic resources.
 - Clarify language regarding scenic corridors and views protection and make it consistent amongst the Master Plan, Comprehensive Manual of Development Policies, Baltimore County Zoning Regulations, Baltimore County Code, and SHA Context Sensitive Solutions for work on scenic byways.
 - Establish criteria for identifying significant views and geocode them on maps.
 - Apply a systematic methodology for evaluation of scenic routes and preservation techniques. Update scenic resources map in accordance with the most recently adopted state scenic byways.
 - For properties along scenic routes or within scenic viewsheds, variances, amendments, and special exceptions should be granted sparingly.

Howard County

***PlanHoward 2030* – Scenic Road Policies and Implementing Actions**

PlanHoward 2030 (Howard County 2013c) recognizes the county’s efforts to protect the character of its scenic roads, beginning in 1994 with adoption of the Scenic Roads Act. The Act ensures that “new development abutting a scenic road is designed to minimize impacts on scenic views from the road.” In 1994, an inventory of roads was conducted for designation by the Act. While most scenic roads are in the Rural West portion of the county, many are in the Patapsco Heritage area, found in and near the historic communities of Elkridge and Ellicott City and in the College Road/Landing Road corridors that connect the two communities. *PlanHoward 2030* (Howard County 2013c) outlines additional measures that could be undertaken to strengthen protection of scenic roads including:

- **Survey Update.** Conduct a survey of the roads currently on the scenic roads inventory to evaluate whether the roads still qualify for scenic road status.
- **Regulations Update.** Determine if amendments to the County Code and/or Design Manual could further enhance protections for scenic roads.

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8 Heritage Area Management Actions

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8. Heritage Area Management Actions

8.1 Introduction

Through the management planning process, the Patapsco Heritage Greenway, Inc. (PHG) has developed a management framework that will guide its actions over the next ten years. The management actions that PHG will implement as the heritage area's management entity – in collaboration with its heritage partners – will collectively seek to accomplish PHG's mission and the vision for the Patapsco Heritage Area.

Management actions fall into five categories, corresponding to PHG's five goals:

- Stewardship Actions describe how PHG will strengthen public appreciation and stewardship of the heritage area's historic, cultural, archeological, and natural resources.
- Interpretation Actions describe how PHG will foster a unified image and understanding of the Patapsco's stories through coordinated interpretive messaging and materials by PHG and its partners.
- Heritage Tourism Actions describe how PHG will collaborate with its heritage partners to increase tourism by enhancing visibility, growing audiences, and offering a quality experience.
- Heritage Recreation Actions describe how PHG will collaborate with its heritage partners to enhance opportunities for residents and visitors to appreciate the valley's heritage while enjoying a variety of quality recreation experiences.
- Organizational Management Actions describe how PHG, as the heritage area's local management entity, will govern itself, operate sustainably, collaborate with partners, and interface with the Maryland Heritage Areas Authority.

The following management plan sections 1.2 through 1.5 present the stewardship, interpretation, heritage tourism, and heritage recreation management actions, respectively. Organizational management actions appear below in section 2.0 within the context of PHG's business plan. The business plan also presents an implementation strategy for high priority management actions to be implemented in FY 15, FY16, and FY17. Appendix C includes an implementation strategy for lower priority management actions, to be implemented in the mid-term (4 to 5 years) or long-term (6 to 10 years)

Table 1.1 PatapSCO Heritage Area Management Actions – Summary

Stewardship	Interpretation	Heritage Tourism	Heritage Recreation
1.1 Public Appreciation of Heritage Resources <ul style="list-style-type: none"> disseminating information educational programs and events advocacy 	2.1 Interpretive Planning <ul style="list-style-type: none"> comprehensive interpretive plan annual implementation plan Interpretation database 	3.1 Visibility and Audiences <ul style="list-style-type: none"> heritage area identity and branding communications using technology to build visibility and grow audiences marketing partnering with destination marketing organizations tourism product investment and advocacy 	4.1 Public Parks <ul style="list-style-type: none"> telling stories and offering experiences in existing parks telling stories and offering experiences in new parks and open spaces
1.2 Historic Preservation <ul style="list-style-type: none"> resource identification historic preservation technical assistance to partners financial assistance to partners 	2.2 Presentation of the Valley’s Stories <ul style="list-style-type: none"> collaboration among partners to tell the stories heritage site connections technical assistance to partners financial assistance to partners 	3.2 Orientation and Wayfinding <ul style="list-style-type: none"> visitor centers and other visitor facilities orientation exhibits signage guidelines and priorities 	4.2 Trails <ul style="list-style-type: none"> linking heritage area experiences adequate parking to accommodate visitors
1.3 Cultural Resource Preservation <ul style="list-style-type: none"> resource identification cultural resource preservation technical assistance to partners financial assistance to partners 	2.3 Interpretive Messaging <ul style="list-style-type: none"> website and social media interpretation interpretive media, exhibits, and interpretive panels 	3.3 Heritage Communities <ul style="list-style-type: none"> working with heritage communities working with businesses training financial assistance to partners 	
1.4 Archeological Resources Conservation and Stewardship <ul style="list-style-type: none"> resource identification archeological resource conservation collection management financial assistance to partners 	2.4 Programs and Events <ul style="list-style-type: none"> travel itineraries and tours heritage events special initiatives 		
1.5 Natural Resource Protection and Conservation <ul style="list-style-type: none"> resource identification natural resource protection and conservation technical assistance to partners financial assistance to partners 	2.5 Education <ul style="list-style-type: none"> public education program 		
	2.6 Research <ul style="list-style-type: none"> support for research by local historians and historical societies 		

8.2 Stewardship

Stewardship Goal

Promote and facilitate stewardship of heritage resources to support interpretation and appreciation of the history of the Patapsco Valley, enhance the quality of life for residents, and ensure a high quality visitor experience.

Stewardship management actions within the heritage area will encourage preservation and adaptive reuse of historic buildings, conservation of natural areas important to the Patapsco's character and environment, and the continuity and authenticity of cultural arts, heritage attractions, and traditions indigenous to the Patapsco. Patapsco Heritage Greenway, Inc. (PHG), as the heritage area's management entity, will coordinate these efforts working with its heritage partners. Its collaborative efforts will focus on increasing public appreciation of the Patapsco's heritage resources and the needs and benefits of preserving those resources, promoting and facilitating preservation of the historic resources that are fundamental or otherwise important to the heritage area, promoting and facilitating preservation of cultural resources important to sustaining the heritage area's regional identity, and promoting and facilitating conservation of archeological resources and natural resources.

Public Appreciation of Heritage Resources

By disseminating information, supporting educational programs and events, and advocacy, PHG will increase public appreciation of heritage resources. Information on heritage resources will be available on a new Patapsco Heritage Area (PVHA) website, in social media, and through print publications. Key stewardship issues will be identified by working with local preservation and conservation organizations, and communicated to heritage partners, residents, and visitors through educational workshops, programs, and events. PHG will support advocacy for heritage resource stewardship by participating in advocacy days, actively engaging local officials to provide insight and commentary on stewardship issues, encouraging local grantmakers to fund resource stewardship projects, and by engaging in county and state planning processes to ensure that measures to strengthen stewardship of heritage resources are included in all public plans.

Historic Preservation

Historic preservation management actions will focus on identification and documentation of historic resources, various historic preservation activities, and providing technical and financial assistance to partners. PHG will assemble a heritage area library documenting the heritage area's historic resources and their significance, and will promote efforts by its partners to assess the eligibility of resources for listing on local and state historic site inventories, as well as on the *National Register of Historic Places*. Historic preservation efforts will focus on supporting activities and initiatives of partners to preserve historic resources, collaborating with local governments and communities to encourage designation of additional landmarks and historic districts within the heritage area, promoting preservation of historic

resources through appropriate treatment, and supporting efforts by partners to protect cemeteries. Of particular interest will be collaborating with Patapsco Valley State Park (PVSP) (MD DNR) and the Friends of PVSP to identify historic resources within the park that are in need of treatment and to explore and implement options for providing treatment. PHG will also serve as a resource for partners regarding where to find guidance to address historic preservation issues and will promote successful applications for historic preservation grants.

Cultural Resource Protection

Cultural resource protection management actions will focus on identification of cultural resources, various cultural resource preservation activities, and providing technical and financial assistance to partners. PHG will assemble a heritage area library documenting the heritage area's known cultural resources and support an effort by heritage area partners to prepare a full inventory of cultural resources that are important to sustaining the heritage area's regional identity. Cultural resource preservation efforts will focus on promoting and celebrating the cultural resources that authentically convey the Patapsco's heritage and on facilitating projects that preserve and enhance cultural resources. PHG will also serve as a resource for partners regarding where to find guidance to address cultural resource preservation issues and will promote successful applications for cultural resource preservation grants.

Archeological Resource Conservation and Stewardship

Archeological resource conservation and stewardship management actions will focus on identification of archeological resources, various archeological resource conservation activities, management of archeological collections, and providing technical and financial assistance to partners. PHG will assemble a heritage area library of existing studies documenting the heritage area's archeological resources and their significance and will work with scholars to expand understanding of archeological resources. Archeological resource conservation activities will focus on promoting public appreciation of archeological resources and facilitating projects that conserve archeological resources and provide needed protection. Of particular interest will be collaborating with PVSP (MD DNR) and the Friends of PVSP to identify archeological resources within the park that are in need of treatment and or protection and to explore and implement options for providing treatment. PHG will also serve as a resource for partners regarding where to find guidance regarding conservation of archeological resources and will promote successful applications for archeological resource conservation grants.

Natural Resource Protection and Conservation

Natural resource protection and conservation management actions will focus on promoting natural resource identification, various natural resource protection and conservation activities, and providing technical and financial assistance to partners. PHG will continue to develop an inventory of the heritage area's natural resources and resource protection and conservation initiatives, seeking to stay abreast of ongoing research regarding the health and condition of the heritage area's natural resources. Natural resource protection and conservation activities and initiatives will focus on supporting partner activities

to protect and conserve natural resources, continuing PHG's natural resource conservation programs and environmental education programs focused on water quality management and forest management in the Patapsco River watershed, supporting new projects that conserve natural resources, and collaborating with Partners for Open Space to support its mission. Of particular interest will be collaborating with PVSP (MD DNR) and the Friends of PVSP to identify natural resource management issues in the park and to explore and implement options for addressing those issues. PHG will also focus on working with partners to permanently protect lands of conservation interest, particularly lands that can be added to existing parks for which public access is possible. PHG will also serve as a resource for partners regarding where to find guidance regarding natural resource and conservation initiatives and will promote successful applications for natural resource conservation grants.

Stewardship Management Objectives and Actions

Objective 1.1 Public Appreciation of Heritage Resources

Increase public appreciation of the valley's heritage resources and the needs and benefits of preserving historic, cultural, archeological, and natural resources.

1.1.1 Disseminating Information

Provide information on heritage resources on the PVHA website, in social media, and through print publications.

- Action 1.1.1a Create a PVHA digital library including plans, studies, historic research, and spatial data relevant to stewardship of heritage resources; provide links to the digital library on the PVHA website.
- Action 1.1.1b Document past, ongoing, and planned historic preservation and natural resource management programs and special projects within the heritage area; use the PVHA website to publicize programs and projects to the public; include links to heritage partner websites for additional information.
- Action 1.1.1c Make available on the PVHA website a searchable database of heritage resources that provides the site name, street address, resource type, designations, fundamental/other important resources status, relationship to the interpretive framework, ownership, use, and access to the public; maintain accompanying GIS shape files (with metadata) documenting the location of heritage resources.

1.1.2 Educational Programs and Events

Work with local preservation and conservation organizations to identify and communicate key stewardship issues to heritage partners, residents, and visitors.

- Action 1.1.2a Develop and implement a program to educate the public about the environmental, cultural, and economic benefits of historic preservation. (also see action 1.1.3)

Action 1.1.2b Educate the public about preservation and conservation issues so that they can make informed decisions about stewardship of heritage area resources.

Host or co-host educational workshops, programs, and events related to historic and cultural preservation and natural resource conservation best practices.

Action 1.1.2c Work with Preservation Maryland on its annual preservation and revitalization conference; promote hosting the conference at a location within the heritage area.

1.1.3 Advocacy

Enhance public awareness of the economic benefits of historic preservation and heritage tourism.

Action 1.1.3a Provide links on the PVHA website to special studies relevant to the economic benefits of historic preservation; consider developing and printing an informational brochure for distribution at visitor centers and heritage partner sites. (also see 1.1.2a)

Support advocacy for heritage resource stewardship at the national, state, and local levels.

Action 1.1.3b Participate in advocacy days coordinated by historic preservation organizations.

Action 1.1.3c Participate in advocacy days coordinated by conservation and natural resource management organizations.

Action 1.1.3d Actively engage elected officials in Baltimore County and Howard County to provide insight and commentary on stewardship issues within the heritage area.

Action 1.1.3e Encourage local grantmakers to fund resource stewardship projects.

Action 1.1.3f Encourage nomination of historic sites to the Endangered Maryland and the National Historic Trust's List of the Most Endangered Historic Places when appropriate.

Engage in county and state planning processes to ensure that measures to strengthen stewardship of heritage resources are included in all public plans.

Action 1.1.3g Develop a network of contacts within Baltimore County and Howard County departments and at Patapsco Valley State Park (PVSP) (MD DNR) engaged in planning studies and management activities affecting heritage area resources; establish routine communications for purposes of staying informed on relevant activities.

Action 1.1.3h Engage as an active stakeholder in planning efforts and special studies affecting heritage resources, when deemed appropriate.

Objective 1.2 Historic Preservation

Promote and facilitate preservation of the historic resources that are fundamental or otherwise important to the heritage area.

1.2.1 Historic Resource Identification and Documentation

Continue to identify and document the heritage area's historic resources.

- Action 1.2.1a Assemble a heritage area library of site survey forms for historic resources listed in the Howard County Historic Sites Inventory, Baltimore County Historic Sites Inventory, Maryland Inventory of Historic Properties, and National Register of Historic Places.
- Action 1.2.1b Identify additional sites that are potentially eligible for the Howard County Historic Sites Inventory and the Baltimore County Historic Sites Inventory; support or pursue completing research and documentation required to submit eligibility applications.
- Action 1.2.1c Identify additional sites that are potentially eligible for listing on the *National Register of Historic Places*; support or pursue completing research and documentation required to submit eligibility applications.
- Action 1.2.1d Periodically update the heritage area's GIS database, including shapefiles and accompanying metadata identifying historic resources within the heritage area.
- Action 1.2.1e Review historic properties within the heritage area to identify those which contribute to the significance of the heritage area.

1.2.2 Historic Preservation Activities

Support activities and initiatives of partners to preserve historic resources.

- Action 1.2.2a Identify emerging historic preservation initiatives and identify ways in which PHG could support ongoing activities and emerging initiatives; each year focus on collaboration with one identified partner.
- Action 1.2.2b Identify historic preservation issues and communicate key issues to heritage partners.

Collaborate with Baltimore County, Howard County, and local communities to encourage designation of additional local landmarks and historic districts within the heritage area.

- Action 1.2.2c Support community organizations and stakeholders endeavoring to initiate the process of local historic district designation.

Promote preservation of historic resources through maintenance and/or stabilization, rehabilitation, restoration, or adaptive reuse.

Action 1.2.d Support strengthening local historic preservation programs, laws, and regulations to incentivize stabilization, rehabilitation, restoration, or adaptive reuse of historic structures.

Action 1.2.2e Collaborate with Patapsco Valley State Park (PVSP) (MD DNR) and the Friends of PVSP to identify historic resources within the park that are in need of treatment; work with MD DNR and the Friends of PVSP to develop treatment plans and to explore funding options. Include high priority projects for which PHG can provide support in annual work plans or in the five-year plan. (also see action 4.1.1a)

Support efforts by heritage partners to protect cemeteries.

Action 1.2.2f Identify historic cemeteries within the heritage area; undertake outreach to historic cemetery owners for maintenance, restoration, and tax credit incentives.

1.2.3 Technical Assistance to Partners

Serve as a resource for heritage partners and owners of historic resources, connecting them to others who can provide guidance with respect to historic preservation issues and opportunities.

Action 1.2.3a Provide contact information on the PVHA website for technical assistance from state and local agencies and historic preservation organizations to address historic resource preservation issues and identifying preservation opportunities.

Action 1.2.3b Encourage partners interested in undertaking historic resource preservation projects to attend training offered through the MHHA program.

1.2.4 Financial Assistance to Partners

Promote applications for historic preservation grants.

Action 1.2.4a Communicate availability of historic preservation grant opportunities.

Action 1.2.4b Continue to provide technical assistance and grant application instruction to grantseekers.

Objective 1.3 Cultural Resource Preservation

Promote and facilitate preservation of cultural resources that are important to sustaining the heritage area's regional identity.

1.3.1 Cultural Resource Identification

Continue to develop an inventory of the heritage area's cultural resources, defined by MHAA as encompassing cultural landscapes, historical records, social institutions, expressive cultures, religious beliefs and practices, folklife music, the arts, artifacts, and spiritual places.

Action 1.3.1a On the PVHA website provide information on the heritage area's cultural resources.

Action 1.3.1b Determine potential support for preparing a full inventory of cultural resources that are important to sustaining the heritage area's regional identity; explore funding options and complete the inventory when possible.

1.3.2 Cultural Resource Preservation Actions

Promote and celebrate the sites, services, and events that authentically convey the heritage of the Patapsco Valley.

Action 1.3.2a Incorporate procedures within the PHG communications plan regarding providing information on cultural resource sites, services, and events.

Facilitate projects that preserve and enhance cultural resources.

Action 1.3.2b Identify priority cultural resource preservation projects; work with partners/owners of identified resources to explore funding options for priority projects. Include high priority projects in annual work plans or in the five-year plan.

1.3.3 Technical Assistance to Partners

Serve as a resource for cultural resource partners, connecting them to others who can provide guidance with respect to cultural resource preservation issues and opportunities.

Action 1.3.3a Provide contact information on the PVHA website for technical assistance from state and local agencies and other organizations to address cultural resource preservation issues and identify preservation opportunities.

Action 1.3.3b Encourage partners interested in undertaking cultural resource preservation projects to attend training offered through the MHHA program.

1.3.4 Financial Assistance to Partners

Promote applications for cultural resource preservation grants.

Action 1.3.4a Communicate availability of cultural resource preservation grant opportunities.

Action 1.3.4b Continue to provide technical assistance and grant application instruction to grantseekers.

Objective 1.4 Archeological Resource Conservation and Stewardship

Promote and facilitate conservation of the heritage area’s archeological resources.

1.4.1 Archeological Resource Identification

Develop an archeological resource database for the heritage area including information about historic and prehistoric archeological resources.

- Action 1.4.1a Collect archeological resource studies completed for sites within the heritage area; focus on studies completed for NEPA and Section 106 compliance as a primary source of information; maintain a digital library of archeological resource studies; develop an annotated bibliography.
- Action 1.4.1b Identify and collaborate with scholars to expand understanding of archeological resources and relevant research, with priority given to the Patapsco Valley gorge.
- Action 1.4.1c Create and periodically update a GIS database including shapefiles and accompanying metadata identifying locations within the heritage area which have been subject to archeological resource studies.

1.4.2 Archeological Resource Conservation Activities

Promote public appreciation of the heritage area’s archeological resources.

- Action 1.4.2a Explore the feasibility of developing a public archeology program; seek funding for the program and implement.
- Action 1.4.2b Work with public agencies engaged in NEPA and Section 106 compliance activities to include mitigation measures for projects affecting archeological resources that promote public appreciation of local archeology.

Facilitate projects that conserve archeological resources and provide needed protection.

- Action 1.4.2c Support strengthening local archeological resource conservation programs, laws, and regulations to incentivize conservation and that require protection of archeological resources (or suitable mitigation of adverse effects) during the land development process.
- Action 1.4.2d Collaborate with Patapsco Valley State Park (PVSP) (MD DNR) and the Friends of PVSP to identify archeological resources within the park that are in need of treatment and/or protection; work with MD DNR and the Friends to explore options for site research, treatment, and interpretation, and to explore funding options. Include high priority projects for which PHG can provide support in annual work plans or in the five-year plan. (also see action 4.1.1a)

1.4.3 Management of Archeological Collections

Collaborate with heritage partners regarding management of archeological collections.

- Action 1.4.3a Inventory sites within the heritage area with archeological collections.
- Action 1.4.3b Collaborate with heritage partners to identify curation needs for the heritage area's archeological collections; work with partners with collections to explore options for developing and funding implementation of a collections management plan. Include high priority projects in annual work plans or in the five-year plan.

1.4.4 Technical Assistance to Partners

Serve as a resource for heritage partners, connecting them to others who can provide guidance regarding conservation of archeological resources.

- Action 1.4.4a Provide contact information on the PVHA website for technical assistance from state and local agencies and other organizations to address archeological resource conservation issues and identify conservation opportunities.
- Action 1.4.4b Encourage partners interested in undertaking archeological resource conservation projects to attend training offered through the MHHA program.

1.4.5 Financial Assistance to Partners

Promote applications for archeological resource conservation grants.

- Action 1.4.5a Communicate availability of archeological resource conservation grant opportunities.
- Action 1.4.5b Continue to provide technical assistance and grant application instruction to grantseekers.

Objective 1.5 Natural Resource Protection and Conservation

Promote and facilitate conservation of the heritage area's natural resources.

1.5.1 Natural Resource Identification

Continue to develop an inventory of the heritage area's natural resources and resource protection and conservation initiatives,

- Action 1.5.1a Stay abreast of ongoing research regarding the health and condition of the heritage area's natural resources; update the digital library of natural resource studies pertinent to the heritage area.
- Action 1.5.1b Periodically update the heritage area's GIS database including shapefiles and accompanying metadata regarding natural resources within the heritage area.

1.5.2 Natural Resource Protection and Conservation Activities and Initiatives

Support activities and initiatives of partners to protect and conserve natural resources.

- Action 1.5.2a Identify emerging natural resource protection and conservation initiatives and identify ways in which PHG could support ongoing activities and emerging initiatives. Each year focus on collaboration with one identified partner.
- Action 1.5.2b Identify natural resource issues and communicate key issues to partners and stakeholders.
- Action 1.5.2c Continue to participate in ongoing watershed planning efforts.
- Action 1.5.2d Advocate for additional watershed planning, monitoring, and funding for watershed improvement.

Continue PHG natural resource conservation programs and environmental education programs focused on water quality management and forest management in the Patapsco River watershed.

- Action 1.5.2e Continue to administer programs to educate residents and visitors regarding water quality issues in the Patapsco River, such as supervision of fieldwork by volunteers to perform stream watches, complete stream cleanups, perform storm drain stenciling, and complete other related water quality management tasks.
- Action 1.5.2f Continue to host periodic events to educate residents and visitors regarding forest management issues, such as supervision of tree plantings and tree maintenance by volunteers at selected sites within the heritage area.
- Action 1.5.2g Continue to host periodic events to educate residents and visitors regarding invasive species issues, such as supervision of fieldwork by volunteers to remove selected invasive species from sites within the heritage area.
- Action 1.5.2h Continue to provide a variety of learning programs focused on natural resource conservation issues in the heritage area.

Support new projects that conserve natural resources.

- Action 1.5.2i Collaborate with Patapsco Valley State Park (PVSP) (MD DNR) and the Friends of PVSP to identify natural resource management issues in the park and to explore options for addressing those issues; work with MD DNR and the Friends of PVSP to develop management strategies to address issues and to explore funding options. Include high priority projects in annual work plans or in the five-year plan. (also see action 4.1.1a)
- Action 1.5.2j Promote implementation of the statewide forest management plan within the heritage area and environs; explore funding options; facilitate development and implementation of the plan.

Action 1.5.2k Seek ways to permanently protect lands identified as of conservation interest in existing plans; explore funding options; work with partners to acquire conservation easements or lands in fee; devise long-term ownership/stewardship strategies for protected lands; where possible seek to permit public access to protected lands. (also see action 4.4.1e)

Collaborate with Partners for Open Space to support its mission to secure, save, and protect Maryland's land conservation program.

Action 1.5.2l Respond to Program Open Space (POS) Action Alerts by forwarding information to individuals and organizations on the PHG mailing list.

Action 1.5.2m Attend POS seminars and training opportunities (extend invitations to PHG members).

Action 1.5.2n Stay informed and report back to POS regarding Baltimore County, Howard County, and Maryland Department of Natural Resources initiatives of potential interest to POS.

1.5.3 Technical Assistance to Partners

Serve as a resource for heritage partners, connecting them to others who can provide guidance regarding natural resource conservation initiatives.

Action 1.5.3a Provide contact information on the PVHA website for technical assistance from state and local agencies and conservation organizations to address natural resource stewardship issues and identify stewardship opportunities.

Action 1.5.3b Encourage partners interested in undertaking natural resource conservation projects to attend training offered through the MHHA program.

1.5.4 Financial Assistance to Partners

Promote applications for natural resource conservation grants.

Action 1.5.4a Communicate availability of natural resource conservation grant opportunities.

Action 1.5.4b Continue to provide technical assistance and grant application instruction to grantseekers.

8.3 Interpretation

Interpretation Goal

Provide heritage experiences for visitors focused on interpreting the Patapsco Valley vital importance in Maryland's industrial revolution and its role in Maryland's evolving resource stewardship ethic.

In its role as the management entity for the heritage area, the Patapsco Heritage Greenway (PHG) will lead collaborative efforts to provide a heritage experience for visitors focused on interpreting the Patapsco Valley as the cradle of Maryland's industrial revolution, inviting engagement by residents and visitors, and raising the Patapsco's profile as a place of state and national significance. Collaborations will focus on comprehensive interpretive planning, fostering a unified presentation of the Patapsco's stories, conveying the stories through a variety of interpretive media, programming, and events, using the Patapsco's heritage resources to teach American history, and enhancing interpretive efforts through scholarly research.

Interpretive Planning

Essential to the success of the heritage area will be a comprehensive interpretive plan (CIP) that provides a framework for the heritage area partners to tell the Patapsco's stories. Immediately following certification of the heritage area, PHG will lead a collaborative effort with its partners to prepare the CIP to guide interpretive and educational programming. Each year following adoption of the CIP, PHG will prepare an annual implementation plan that outlines what PHG and its partners will seek to accomplish in the following twelve months, consistent with the CIP's long-range goals and objectives. To support the interpretive planning effort, PHG will maintain an interpretive database to facilitate interpretive planning and development and delivery of interpretive programs.

Presentation of the Valley's Stories

PHG will collaborate with its partners to ensure that the Patapsco's stories are presented in a unified fashion that supports public understanding of the Patapsco as a place of state and national significance. PHG will communicate the interpretive framework described in the CIP to its partners through presentations, written materials, and periodic interpretive planning workshops. Grant applications will be encouraged that request support for actions that are consistent with the interpretive framework, propose collaborations by heritage partners, and support directing visitors to one another's sites. Technical assistance from PHG will help partners with developing interpretive plans, media, and programs. PHG will also assist partners with obtaining grants from MHAA by fostering and encouraging competitive grant applications and by possibly creating a grant program for interpretive planning that strengthens connections to the heritage area's interpretive framework.

Interpretive Messaging

Interpretive messaging and materials will seek to consistently convey the Patapsco's stories. A new Patapsco Heritage Area website and social media will provide an overview of the heritage area and orient visitors to its sites and stories. A new map and guide will help residents and visitors understand the heritage area's significance, resources, and stories. PHG will develop and maintain a set of interpretive media, exhibits, and interpretive panels (waysides) that provide interpretive content on the heritage area, introduce themes, provide historic context, and link to detailed interpretative at partner sites.

Programs and Events

Visitor experiences and interpretive programming will assist residents and visitors with understanding the heritage area's significance and stories. PHG will develop thematic travel itineraries, tours, and supporting multi-media linking heritage interpretive sites and the heritage area's gateway communities. Special events throughout the heritage area, hosted or supported by PHG – at both public and private sites – will expand public appreciation of the heritage area. Special initiatives will focus upon supporting efforts to enhance appreciation of heritage communities, providing visitor experiences and interpretive programming in Patapsco Valley State Park and in county parks, continuation of PHG's oral history program, enhanced visibility of the African American experience in the Patapsco Valley, and interpretative programming for scenic byways and national historic trails.

Education

Collaborations facilitated by PHG will use the Patapsco's cultural heritage resources to teach American history to residents and visitors of all ages. PHG will continue to sponsor history lectures for the public, and identify ways for local schools and educational institutions to meet educational goals through programs based in the heritage area.

Research

PHG will encourage scholarly research regarding the Patapsco's history to broaden the scope of subjects available for interpretation. Research will emphasize further understanding of the significance of the Patapsco as an icon of an emerging region and nation, as a center for innovation, and as an early model of resource restoration, stewardship, and regional planning. PHG will identify needed research, explore funding opportunities, and provide grants for needed research.

Interpretation Management Objectives and Actions

Objective 2.1 Interpretive Planning

Implement an interpretive planning process that provides a framework for telling the heritage area’s story. Involve the public on an on-going basis, including subject-matter experts to incorporate new scholarship, and heritage partners and stakeholders as important participants.

2.1.1 Comprehensive Interpretive Plan

Provide guidance for development of the desired future interpretive program in the heritage area.

Action 2.1.1a Develop and implement a PVHA comprehensive interpretive plan (CIP) that provides a 5- to 10-year vision for the heritage area’s interpretive and educational program.

2.1.2 Annual Implementation Plan

Provide an annual working blueprint describing what interpretive services will be offered to heritage area residents and visitors.

Action 2.1.2a Develop and implement an annual implementation plan (AIP), charting short-range actions which will achieve the long-range vision for the heritage area’s interpretive and education program.

2.1.3 Interpretive Database

Maintain an interpretive database to facilitate interpretive planning and implementation.

Action 2.1.3a Identify and assemble plans, documents, and inventories needed to support interpretive planning.

Objective 2.2 Presentation of the Patapsco Valley’s Stories

Lead collaborative efforts to present the stories of the Patapsco Valley’s contributions to national history in ways that invite engagement and raise the valley’s profile as a place of state and national significance.

2.2.1 Collaboration among Partners to Tell the Stories

Communicate the heritage area’s interpretive framework to partners.

Action 2.2.1a Meet with heritage partners and stakeholders to present the PVHA comprehensive interpretive plan; make digital and hard copies of the plan available to partners.

Action 2.2.1b Develop and distribute a poster that summarizes and illustrates the heritage area’s interpretive framework.

Action 2.2.1c Periodically conduct an interpretive planning workshop with partners.

Actively support interpretive planning that helps to achieve the vision for the heritage area's interpretive and educational program.

Action 2.2.1d Identify heritage partners interested in developing (or updating) an interpretive plan; work with those identified to secure funding for plan development.

Actively support development and enhancement of interpretive media and programming by heritage partners in coordination with the heritage area's interpretive framework.

Action 2.2.1e Encourage grant applications from heritage partners requesting support for interpretive media, programs, events, and research that are consistent with the heritage area's interpretive framework.

2.2.2 Heritage Site Connections

Encourage collaboration among heritage area interpretive sites in presenting PVHA interpretive themes through shared programs and events and by directing visitors to one another's sites.

Action 2.2.2a Encourage grant applications from heritage partners requesting support for joint interpretive programs and events that are consistent with the heritage area's interpretive framework.

Action 2.2.2b Working with heritage partners, develop visitor experience passes with incentives for visitors to go to multiple heritage area sites.

2.2.3 Technical Assistance to Partners

Provide technical assistance to heritage partners with development of interpretive plans, interpretive media, and interpretive programming.

Action 2.2.3a Orient heritage partners regarding the MHAA's technical assistance program.

Action 2.2.3b Encourage heritage partners to subscribe to PVHA digital communications and to connect with the heritage area via social media to receive information on PVHA-affiliated grant opportunities.

Action 2.2.3c Invite interpretation experts to present at PVHA's periodic interpretive planning workshop.

Action 2.2.3d Provide interpretive media and research publications developed by PVHA, the National Park Service, and others, to heritage partners.

1.2.3 Financial Assistance to Partners

Foster and encourage competitive grant applications to MHAA.

- Action 2.2.4a Communicate to partners that PVHA will consider interpretive planning and programming grants that are consistent with the heritage area interpretive framework as more competitive when ranking grant applications for submission to MHAA.
- Action 2.2.4b Explore creating a grant program for interpretive planning that would encourage heritage partners to prepare (or update) interpretive plans that strengthen connections to the heritage area’s interpretive framework.

Objective 2.3 Interpretive Messaging

Convey the Patapsco Valley’s stories through a variety of interpretive media.

2.3.1 Website and Social Media Interpretation

Include interpretive presentations on the new PVHA website.

- Action 2.3.1a On the PVHA website, present a comprehensive overview of the heritage area’s purpose, historic significance, and thematic framework for interpretation.
- Action 2.3.1b On the PVHA website, orient visitors to the heritage area by providing pre-visit information on interpretive sites to visitors and residents wishing to explore the heritage area.

Use social media and multi-media formats to convey the heritage area’s purpose, national significance, and thematic framework for interpretation.

- Action 2.3.1c Develop a series of brief videos that orient residents and visitors to the heritage area; distribute the videos through a dedicated PVHA YouTube channel.
- Action 2.3.1d Develop a series of brief videos that use the interpretive framework to provide information on PVHA and its resources; distribute the videos through a dedicated PVHA YouTube channel.
- Action 2.3.1e Working in cooperation with heritage partners, develop and implement a public history campaign that uses mobile technology to tell the heritage area’s stories and to relay information to residents and visitors about the heritage area’s events and programs.

2.3.2 Interpretive Media, Exhibits, and Interpretive Panels (Waysides)

Maintain a set of PVHA interpretive media, exhibits, and interpretive panels (waysides) that: provide interpretive content on the heritage area as a whole; introduce heritage area themes; provide historical context; link to detailed interpretation at heritage area partner sites; and, and relate closely to the interpretive content on the heritage area website.

- Action 2.3.2a Develop and distribute a new map and guide that helps residents and visitors understand the heritage area’s significance and major stories, and orients people to available heritage experiences.
- Action 2.3.2b Assess the performance of existing interpretive media, exhibits, and interpretive panels (waysides) with respect to the comprehensive interpretive plan, taking into consideration consistency with the interpretive framework, presentation, and condition; develop a plan, as appropriate, to update, modify, and/or expand media and exhibits.

Objective 2.4 Programs and Events

Provide visitor experiences and interpretive programming that assist residents and visitors with understanding the heritage area’s significance and stories within the context of its interpretive framework.

2.4.1 Travel Itineraries and Tours

Develop thematic travel itineraries, thematic tours, and supporting multi-media that link heritage interpretive sites and the heritage area’s gateway communities.

- Action 2.4.1a Develop a series of travel itineraries linking multiple heritage resources to key interpretive themes of the heritage area.
- Action 2.4.1b Make the itineraries available in downloadable online format, suitable for both in-person use and “virtual visitors.”
- Action 2.4.1c Explore ways in which users of the PVHA website could create custom itineraries based on themes, location, and interest; implement custom itineraries, if feasible.
- Action 2.4.1d Support heritage partners to enhance their existing tours and to develop new heritage tours.

2.4.2 Heritage Events

Expand public appreciation of the heritage area by hosting special events that celebrate heritage resource sites.

- Action 2.4.2a Host a semi-annual (every two years) PVHA event at a heritage resource site within the heritage area.

Support local festivals and events that tie to the heritage area’s interpretive framework.

- Action 2.4.2b Identify local festivals and events that could easily tie to the heritage area’s interpretive framework; work with identified festival organizers to use the PVHA interpretive themes in their marketing information and in their programming.
- Action 2.4.2c Support public festivals and events in heritage communities.

Collaborate with Howard County, Baltimore County, and Patapsco Valley State Park (MD DNR) to support events involving publicly-owned heritage resource sites.

Action 2.4.2d Identify which publicly-owned heritage resource sites are visitor-ready.

Action 2.4.2e Encourage groups to hold programs and events at visitor-ready sites.

2.4.3 Special Initiatives

Enhance appreciation and understanding of heritage communities.

Action 2.4.3a Support heritage partners with efforts to reconstruct and interpret an 18th century mill within one of PVHA's heritage communities.

Collaborate with Patapsco Valley State Park (MD DNR) to provide visitor experiences and interpretive programming that assists park visitors with understanding the park's history and natural resources.

Action 2.4.3b Involve Patapsco Valley State Park (PVSP) (MD DNR) in developing the heritage area's comprehensive interpretive plan, including identification of stories to be told at the park and needed interpretive media and programs. (also see action 4.1.1a)

Action 2.4.3c Provide assistance with development of interpretive media and implementation of interpretive programs in Patapsco Valley State Park (PVSP) (MD DNR), as identified in the comprehensive interpretive plan.

Action 2.4.3d Collaborate with Patapsco Valley State Park (PVSP) (MD DNR) and CSX to develop a viewing platform for the Thomas Viaduct.

Support development of interpretive media and programming tied to the heritage area interpretive framework in county parks.

Action 2.4.3e Involve Howard and Baltimore County Departments of Recreation and Parks in developing the heritage area's comprehensive interpretive plan, including identification of stories to be told at parks and needed interpretive media and programs.

Action 2.4.3f Provide assistance with development of interpretive media and implementation of interpretive programs in county parks, as identified in the comprehensive interpretive plan.

Continue support for PHG's oral history program.

Action 2.4.3g Seek funding to host additional events to share with local communities the stories and portraits of the Library of Congress Local Legacy Project; host events.

Support enhanced visibility of and accessibility to the African American experience in the Patapsco Valley.

Action 2.4.3h Encourage partners to develop interpretive media and programs that tell the stories of African Americans in the Patapsco Valley.

Support implementation of interpretive programming for scenic byways and national historic trails.

Action 2.4.3i Collaborate with Maryland’s Historic National Road to explore opportunities to support (e.g., interpretation, marketing, and communications) for the section of the National Road within the heritage area; implement projects.

Action 2.4.3j Explore opportunities for collaborating with the NPS Chesapeake Bay Office and its trail partners in the development of the Captain John Smith Chesapeake National Historic Trail along or near the Patapsco River in the Elkridge area; implement projects.

Action 2.4.3k Explore opportunities for designating a connecting trail to the Captain John Smith Chesapeake National Historic Trail through the Patapsco Valley.

Objective 1.5 Education

Promote teaching American history to residents and visitors of all ages using the Patapsco Valley’s cultural heritage resources.

2.5.1 Public Education Program

Provide opportunities for the general public to hear PVHA’s stories and to learn about its heritage resources and their stewardship needs.

Action 2.5.1a Continue to sponsor periodic history lectures for the general public.

Conduct outreach to the Howard County Public School System, Baltimore County Public Schools, and state education agencies to identify opportunities for educational programs for residents of all ages that foster appreciation of the Patapsco Valley’s history.

Action 2.5.1b Identify ways to meet educational goals through programs based within the PVHA; explore funding options; implement programs.

Support activities and programs that connect public school students with PVHA’s heritage resources and their stewardship needs.

Action 2.5.1c Explore development of a bus fund for public school students to provide transportation to heritage area sites where educational programs are offered by heritage partners.

Objective 2.6 Research

Broaden the scope of subjects available for interpretation and generally enhance the heritage area’s interpretive effort through data collection and new historic research.

2.6.1 General

Encourage research by local historians and historical societies regarding the Patapsco Valley’s history as it relates to the heritage area’s statewide significant context and potential nationally significant context. Emphasize research related to: the valley as an icon of an emerging region and nation; the valley as a center for innovation; and, the valley as an early model of resource restoration, stewardship, and regional planning.

Action 2.6.1a Identify research needed to further document the heritage area’s history; explore funding; provide grants for needed research.

8.4 Heritage Tourism

Heritage Tourism Goal

Increase the economic benefits of heritage tourism in the Patapsco Valley.

Enhancing the overall appeal and enjoyment of the Patapsco’s history, culture, natural environment, and scenic beauty will result in overall economic benefits of heritage tourism to the Patapsco Valley. To attract residents and visitors, the Patapsco Heritage Greenway (PHG) will coordinate efforts to build the Patapsco’s visibility and to grow audiences. To help residents and visitors understand what the heritage area has to offer and how to find those experiences, PHG will work with partners to provide consistent orientation and wayfinding via signage, printed materials, web-based information, and social media. Together, PHG and its partners will also collaborate to provide services and experiences in heritage communities that will attract visitors and residents, encouraging them to spend time in the area. Through these efforts, the economic benefits of heritage tourism in the Patapsco Valley will increase by creating opportunities for small business development in heritage communities, job growth, and a stronger tax base.

Visibility and Audiences

A major focus of PHG will be to market the heritage area as a destination that showcases the Patapsco’s significant historical, cultural, and natural resources. PHG will develop and implement an identity and branding plan that will establish a consistent message as to what the heritage area is and what it has to offer. Technology will be used to build visibility and grow audiences, including development of a new website dedicated exclusively to the heritage area, incorporating the new branding and identity, and providing links to the websites of heritage area partners and tourism-related businesses. Marketing efforts will focus on working with partners, particularly Enjoy Baltimore County and Visit Howard

County, to develop baseline market information and to assess the needs and interests of visitors, as well as to develop a comprehensive marketing plan that will promote the heritage area as a destination and that uses interpretive themes as a basis for marketing messages. Working with Enjoy Baltimore County and Visit Howard County, PHG will support efforts to maximize existing and new public and private financial investment in the heritage area's tourism product; this will be accomplished in part by providing information on the economic and quality of life benefits associated with investments in tourism products. Finally, to build visibility PHG will collaborate with partners to implement mutually beneficial strategies for cooperative advertising, ad placements, and promotional tactics that promote visitation to the heritage area as a whole.

Orientation and Wayfinding

Visitor orientation and wayfinding in the heritage area is now provided using a variety of media by heritage partners. PHG will collaborate with its partners to build on what is currently available, seeking to develop a heritage area orientation and wayfinding network composed of visitor centers, other visitor facilities, orientation exhibits, and signage that provides consistent messaging and branding. The Howard County Welcome Center will continue to serve as the primary visitor orientation center for the heritage area. Other visitor centers at heritage partner sites will distribute to the public appropriate heritage area interpretive materials and guides. PHG will provide training to heritage area partner staff and volunteers on what the heritage area is and how visitors and residents can best experience it. Efforts by partners to support other visitor centers will be supported by PHG. A major PHG focus will be to collaborate with heritage partners to design and implement signage throughout the heritage area that is consistent with its identity and brand.

Heritage Communities

PHG will generally promote development of enhanced visitor services that support positive experiences for visitors structured around the heritage area's interpretive framework. PHG will develop a heritage communities program to promote offering a high level of quality in visitor information centers, wayfinding signage, and lodging, restaurants, and retail services. A new heritage ambassadors program will train volunteers and workers in tourism-related businesses so that they can inform residents and visitors about what the heritage area has to offer. PHG will support revitalization of heritage communities by supporting economic revitalization strategies and infrastructure improvements that are consistent with the heritage area's management goals, including for example Main Street designation for the heritage area's historic communities. In a number of ways PHG will provide assistance to local businesses that serve the heritage tourism market, such as by encouraging businesses to take advantage of MHAA loans and by implementing a program that provides a venue for businesses to market themselves to the cultural heritage traveler. Training will be offered to partners and businesses to facilitate heritage tourism product development and to enhance the visitor experience, for instance, through creation of a network of certified heritage area tour guides. PHG will also encourage heritage partners to apply for MHAA grants, emphasizing grant applications for projects that will make heritage attractions, interpretive sites, and communities more visitor-ready.

Heritage Tourism Management Objectives and Actions

Objective 3.1 Visibility and Audiences

Attract residents and visitors to experience the Patapsco Valley’s heritage by marketing the heritage area as a destination that showcases its unique and significant historical, cultural, and natural resources.

3.1.1 Heritage Area Identity and Branding

Implement an integrated approach to establishing a consistent PVHA identity and branding, and establish guidelines for evaluating and updating brand identity.

Action 3.1.1a Create and implement a PVHA identity and branding plan, applying recommendations to all program materials, website, marketing materials and published materials.

Action 3.1.1b Develop guidelines for use of the heritage area identity and branding by heritage partners, including logo, tagline, and other branding elements; distribute the logo, tagline and branding elements to heritage partners with incentives for their participation.

3.1.2 Communications

Reach out to heritage partners, stakeholders, residents and visitors using a variety of media and techniques, broadening the scope of communications as programs grow.

Action 3.1.2a Complete and implement an annual communications plan that addresses the following:

- upcoming communications opportunities
- audiences
- messages and desired outcomes for each audience
- activities (priorities, timing considerations, resources needed for the website, social media and evolving digital technologies, print media, promotions, events, annual report, and materials to support the heritage area’s development plan)
- media outreach (reaching audiences through media releases, editorial board meetings, familiarization tours, press conferences, invitations to events, special previews, etc.)

Support efforts by heritage partners to develop a common calendar of events that is revised consistently and accurately on a seasonal basis that offers visitors useful information and offers a venue for comprehensively marketing the heritage area.

Action 3.1.2b Encourage partners to submit their events and programs to PHG and destination marketing organizations.

Action 3.1.2c Work with Visit Howard County and Enjoy Baltimore County to draw the events and programs within the heritage area into a heritage area calendar of events hosted on the heritage area's website.

3.1.3 Using Technology to Build Visibility and Grow Audiences

Use the internet to reach visitors and to enhance the visitor experience.

Action 3.1.3a Create a new website dedicated exclusively to the heritage area, incorporating PVHA's identity and branding messages.

Action 3.1.3b Include on the heritage area website a section that provides a general thematic overview, visitor itineraries, links to the Visit Howard County and Enjoy Baltimore County websites, and a link to the Maryland Office of Tourism Development website.

Action 3.1.3c Include on the heritage area website an interactive, GIS-based visitor experience map showcasing heritage area cultural heritage attractions and interpretive sites.

Action 3.1.3d Include the heritage area calendar of events (see action 3.1.2c) on the heritage area website.

Action 3.1.3e Encourage heritage partners to communicate availability of information on the PVHA website through links on partner websites and in other partner digital media.

Action 3.1.3f Improve visibility of the heritage area through search engine optimization.

Develop and monitor content for travel-support websites focused on heritage travel, automobile travel, and local reviews.

Action 3.1.3g Assign a staff member, volunteer, or intern the responsibility of monitoring travel websites and reviews; respond to negative reviews.

Action 3.1.3h Create a web-based travel guide.

Promote use of web-based video technology to promote the heritage area.

Action 3.1.3i Develop a series of brief videos that use the interpretive framework to provide information on PVHA and its resources; distribute the videos through the PVHA website and a dedicated PVHA YouTube channel.

Encourage heritage partners to include a heritage area website link on their websites.

Action 3.1.3j Encourage heritage partners to include a link to the heritage area's website on their website.

Encourage tourism-related businesses to include a heritage area website link on their websites.

Action 3.1.3k Encourage tourism-related businesses to include a link to the heritage area website on their website.

3.1.4 Marketing

Work with heritage partners to perform market studies to ascertain baseline information and determine needs and interests of Patapsco Valley visitors and potential visitors.

Action 3.1.4a Work with destination tourism marketing organizations to include research elements in their regular research protocols in order to inform heritage area marketing decisions.

Action 3.1.4b Work with heritage partners, Patapsco Valley State Park (PVSP) (MD DNR), Visit Howard County, Enjoy Baltimore County, and heritage partners to develop a baseline of attendance at key heritage area sites and attractions.

Action 3.1.4c Require and/or incentivize heritage partners to track attendance and visitation and to identify whether visitors made their travel decisions based upon the heritage area.

Develop a comprehensive marketing plan that markets the heritage area as a destination and that uses interpretive themes as the basis for marketing messages.

Action 3.1.4d Complete a marketing plan for the heritage area; implement recommended actions.

Action 3.1.4e Use travel itineraries and tours (see actions 2.4.1a, b, c, d) to promote thematic touring in Baltimore.

3.1.5 Partnering with Destination Marketing Organizations

Enhance awareness of and travel to the heritage area by residents and visitors through a strong partnership with Visit Howard County and Enjoy Baltimore County.

Action 3.1.5a Provide Visit Howard County and Enjoy Baltimore County with messaging and interpretive materials that allow them to easily fold heritage area marketing into their regular work.

Action 3.1.5b Seek advice and guidance from Visit Howard County and Enjoy Baltimore County on PVHA's annual work plan and incorporate their recommendations; share PVHA's annual work plans and annual reports reciprocally with Visit Howard County and Enjoy Baltimore County.

Action 3.1.5c Collaborate with Visit Howard County and Enjoy Baltimore County during development of their annual marketing plans to ensure that plans submitted for

funding to the Maryland Office of Tourism Development address how the heritage area will be marketed.

3.1.6 Tourism Product Investment and Advocacy

Coordinate efforts to maximize existing and new public and private financial investment in the area's heritage tourism product.

Action 3.1.6a Serve as the champion for heritage partners' grant applications by working with partners to strengthen their applications and by providing support letters.

Action 3.1.6b Encourage local foundations and corporations to provide support and investment in the Patapsco Valley's heritage tourism product.

Advise elected officials, policy makers, heritage and cultural institutions, civic leaders, and the general public on the economic and quality of life benefits associated with investment in the Patapsco Valley's tourism product.

Action 3.1.6c Determine how to track economic impact via investments made in the Patapsco Valley's tourism product; track economic impact; track economic impact.

Action 3.1.6d Include economic impact information in the heritage area's annual report and share that report broadly.

3.1.7 Promotion

Encourage heritage partners to combine resources to promote visitation to the heritage area as a whole.

Action 3.1.7a Collaborate with partners to develop and implement annual, mutually beneficial strategies for cooperative advertising, ad placement in individual visitor guides, and other promotional tactics to gain recognition and market share for the heritage area.

Objective 3.2 Orientation and Wayfinding

Guide visitors and residents as they explore the heritage area using orientation, wayfinding, and interpretive media that provide consistent messaging and branding.

3.2.1 Visitor Centers and Other Visitor Facilities

Enhance the visitor experience by offering opportunities for heritage area orientation, interpretation, and education at visitor centers and other facilities within the heritage area.

Action 3.2.1a Continue to collaborate with Visit Howard County to have the Howard County Welcome Center serve as the primary visitor orientation center for the heritage area.

- Action 3.2.1b Explore options for additional visitor centers in Catonsville and Elkridge; seek funding for the development of additional visitor centers and implement.
- Action 3.2.1c Provide the Howard County Welcome Center and other existing visitor centers at heritage area partner sites with appropriate heritage area interpretive materials and guides for distribution to the public.
- Action 3.2.1d Provide training to heritage area partner staff and volunteers on what the heritage area is and how visitors and residents can best experience it.
- Action 3.2.1e Support efforts to establish additional visitor centers.
- Action 3.2.1f Explore opportunities to promote the heritage area and its heritage resources with an exhibit or kiosk installation at Baltimore-Washington International Thurgood Marshall Airport (BWI).

3.2.2 Orientation Exhibits

Collaborate with heritage partners to make available orientation exhibits at visitor centers and heritage area partner sites that are consistent with its identity and brand.

- Action 3.2.2a Identify priority locations where orientation exhibits would be most beneficial; design, fabricate, and install orientation exhibits for priority locations.

3.2.3 Signage Guidelines and Priorities

Collaborate with heritage partners to design and implement heritage area signage that is consistent with its identity and brand.

- Action 3.2.3a Inventory orientation and wayfinding signage within the heritage area and identify issues related to sign proliferation, clarity, and other relevant considerations.
- Action 3.2.3b Develop heritage area orientation and wayfinding signage guidelines.
- Action 3.2.3c Establish priorities for orientation and wayfinding signage installation.
- Action 3.2.3d Obtain funding to design, fabricate, and install priority orientation and wayfinding signage.

Objective 3.3 Heritage Communities

Enhance visitor services throughout the heritage area that support positive experiences for visitors structured around the interpretive framework.

3.3.1 Working with Heritage Communities

Develop a heritage communities program to promote offering a high level of quality in visitor information centers, wayfinding signage, and lodging, restaurants, and retail services.

- Action 3.3.1a Develop a toolkit that heritage communities can use to partner with the heritage area, Visit Howard County, and Enjoy Baltimore County in order to promote their programs and activities.
- Action 3.3.1b Explore the idea of training “heritage ambassadors” as a means of connecting heritage communities with the heritage area, residents, and visitors.
- Action 3.3.1c Publicize heritage communities to visitors and residents by featuring them in interpretive, marketing, and promotional materials, and on the heritage area website.

Support revitalization of heritage communities.

- Action 3.3.1d Support economic revitalization strategies and infrastructure improvements within heritage communities that strengthen downtown centers, stabilize neighborhoods, enhance streetscape and community character, enhance natural resources, and provide recreation opportunities.
- Action 3.3.1e Support Main Street designation for the heritage area’s historic communities.

3.3.2 Working with Businesses

Provide assistance to businesses that serve the heritage tourism market.

- Action 3.3.2a Develop and implement a program that provides a venue for businesses to market themselves to the cultural heritage traveler; in partnership with Visit Howard County and Visit Baltimore, designate the program as the heritage area’s official quality stamp of approval for providing unique Patapsco Valley experiences for travelers and residents.
- Action 3.3.2b Through the heritage area’s website, encourage heritage tourism businesses to take advantage of Maryland Heritage Area Authority loans for capital projects and business development.
- Action 3.3.2c Consider creating a PVHA product line with businesses and local partners; seek advice and guidance and potentially partner with Maryland Traditions on the effort.
- Action 3.3.2d Extend the “heritage ambassadors” program (see action 3.3.1b) to businesses in order to encourage visitor-serving businesses to positively represent the heritage area.

3.3.3 Training

Facilitate heritage tourism product development and enhancement of the visitor experience through training workshops.

Action 3.3.3a Assess heritage area partner training needs and identify what form of training or technical assistance will be most helpful; identify other organizations that may already provide these forms of training.

Offer training for heritage area tour guides, including certification and continuing education programs.

Action 3.3.3b Provide a certification program for heritage area tour guides that includes incentives for their participation as well as ongoing opportunities for re-certification and additional training.

3.3.4 Financial Assistance to Partners

Foster and encourage competitive grant applications to MHAA.

Action 3.3.4a Communicate to heritage partners that PHG will consider projects that make heritage attractions, heritage interpretive sites, and heritage communities more visitor-ready and visitor-friendly as more competitive when ranking those applications for submission to MHAA.

8.5 Heritage Recreation

Heritage Recreation Goal

Offer residents and visitors opportunities to explore and learn about the heritage area through a variety of quality recreation experiences.

Residents and visitors to the heritage area will have opportunities to learn about the Patapsco’s history while enjoying a variety of recreation experiences. The Patapsco Heritage Greenway (PHG) will support efforts led by its heritage partners to make these quality recreation experiences available, providing technical assistance, facilitating applications for grant funding, and nurturing public support for proposed investments in park management, preservation of open space, and development of recreation experiences of the type and intensity suitable for the valley.

Public Parks

Baltimore and Howard County and Maryland DNR maintain an extensive network of public parks within the heritage area that offer a wide variety of recreation experiences in different settings, ranging from active recreation facilities to passive nature-based experiences on trails in remote areas of Patapsco Valley State Park. PHG will generally work with management entities for the parks to enhance opportunities for quality heritage recreation experiences. A major effort will focus on supporting efforts by MD DNR to complete and implement a new management plan for Patapsco Valley State Park. Another area of focus will be to support efforts by the state, counties, and non-profit conservation

organizations to acquire, or permanently protect through conservation easements, additional parkland and open space within the heritage area. Of particular interest will be exploring opportunities for additional riverfront parks along the Patapsco River.

Trails

Several heritage partners now provide hiking and biking experiences in the valley. In the future, PHG will collaborate with those partners to enhance existing trails and to plan, fund, and develop additional trails. Management actions by heritage partners, and supported by PHG, will address chronic trail management issues where they currently exist and provide new trail links that will enhance connectivity and the general recreation experience throughout the valley. PHG will work with its partners to ensure that best management practices for trail design, construction, and maintenance are used; this will ensure that potential adverse impacts to the heritage area's resources associated with trail development and use are mitigated.

Heritage Recreation Management Objectives and Actions

Objective 4.1 Public Parks

Collaborate with heritage partners to enhance opportunities for quality heritage recreation experiences in public parks.

Telling heritage area stories and offering heritage recreation experiences at existing parks.

- Action 4.1.1a Support efforts by Patapsco Valley State Park (PVSP) (MD DNR) and the Friends of PVSP to pursue funding for a new management plan for the park; participate as an active stakeholder in plan development; support implementation of plan recommendations.
- Action 4.1.1b Support efforts to complete improvements at county parks.

Telling heritage area stories and offering heritage recreation experiences at new parks and open spaces.

- Action 4.1.1c Support efforts to fund acquisition of properties for addition to Patapsco Valley State Park; focus on properties whose protection will preserve heritage resources, conserve natural resources, and provide linkages from existing trails to heritage communities and county parks; assist with transactions.
- Action 4.4.1d Explore opportunities for riverfront parks within the heritage area; support efforts to fund, plan, and develop riverfront parks at identified locations.
- Action 4.4.1e Support efforts to permanently protect lands of conservation interest; explore funding options; work with partners to acquire conservation easements or lands in fee; devise long-term ownership/stewardship strategies for protected lands;

where possible seek to permit public access to protected lands. (also see action 1.5.2k)

Objective 4.2 Trails

Collaborate with heritage partners to develop trails linking interpretive sites in the Patapsco Valley and its heritage communities while respecting the ecosystems in the valley.

Linking Heritage Area Experiences

- Action 4.2.1a Collaborate with heritage partners to develop a trail link from Oella to Ellicott City.
- Action 4.2.1b Collaborate with heritage partners to develop a trail link from Frederick Road (MD 144) to Ilchester.
- Action 4.2.1c Collaborate with heritage partners to develop a trail link to Ellicott City via the trestle bridge.
- Action 4.2.1d Collaborate with heritage partners to develop a sidewalk on Oella Avenue, linking Banneker Park to the No. 9 Trolley Trail.
- Action 4.2.1e Collaborate with Patapsco Valley State Park (PVSP) (MD DNR) to develop a loop trail.
- Action 4.2.1f Collaborate with Catonsville Rails to Trails to further develop hiking/biking trail enhancements in the greater Catonsville area.
- Action 4.2.1g Collaborate with the Howard County Department of Recreation and Parks, Patapsco Valley State Park (PVSP) (MD DNR), and Friends of PVSP to examine options for providing trail and biking links to Patapsco Valley State Park; explore options for funding projects; include high priority projects in annual work plans or in the five-year plan.
- Action 4.2.1h Support efforts to provide a trail linking the heritage area with BWI Airport.
- Action 4.2.1i Collaborate with Patapsco Valley State Park (PVSP) (MD DNR) to develop a recreational trail link from Avalon to the Baltimore Harbor.

Adequate Parking to Accommodate Visitors Seeking to Enjoy Heritage Recreation Experiences

- Action 4.2.1j Inventory trailhead parking facilities on all trails; assess parking issues; establish priorities for addressing issues; and explore funding options to address issues; include high priority projects for which PHG can provide support in annual work plans or in the five-year plan.

9 Heritage Area Business Plan

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9. Business Plan

The business plan for the Patapsco Heritage Area outlines how the heritage area’s management entity – Patapsco Heritage Greenway, Inc. (PHG) – will coordinate the efforts of the heritage area partners to accomplish the vision for the heritage area. By definition a heritage area assumes a network of partners collaborating to realize a shared vision, with the knowledge that by working with one another they can accomplish far more than when acting alone. PHG, as the heritage area’s management entity, will lead the effort, providing the framework for action through its management plan; offering leadership, incentives, technical assistance, and opportunities for financial support to partners; and fostering programs that stimulate partners to undertake projects and build the heritage area.

Part one of the business plan presents the organizational management goal and related objectives and implementing actions for the Patapsco Heritage Greenway, Inc. (PHG). The overarching management goal is:

to assure a strong sustainable organization for the Patapsco Heritage Area

Objectives and implementing actions under the management goal fall into six categories:

- Patapsco Heritage Area organizational management
- financial and asset management
- funding
- partnerships
- communications
- planning and evaluation

Part two of the business plan presents an implementation plan for all actions identified in the management plan, falling into five “buckets”:

- stewardship
- interpretation
- heritage tourism
- heritage recreation
- management

Management actions are categorized as of high, moderate, and low priority, and are generally described in terms of primary responsibility, collaborating partners, project cost, funding source, and desired outcomes. Major work efforts in FY15, FY16, and FY17 are summarized, accompanied by estimated annual budgets for the same years.

9.1 Heritage Area Management Objectives and Implementing Actions

Organizational Management Goal

Assure a strong sustainable organization of the Patapsco Heritage Area.

Objective 5.1

Manage the Patapsco Heritage Greenway to effectively and sustainably support its mission.

The Patapsco Heritage Greenway, Inc.(PHG)¹ was established in December 1999 as a 501(c)3 non-profit organization incorporated in the state of Maryland on July 28, 1980. Since 1999, the PHG Board of Directors has managed the organization and its programs and activities, acting as “a working board”. Over the years the board has relied heavily on volunteer efforts of individual board members, volunteers in the community, occasional part-time staff, and contractors to support operations and to complete special projects.

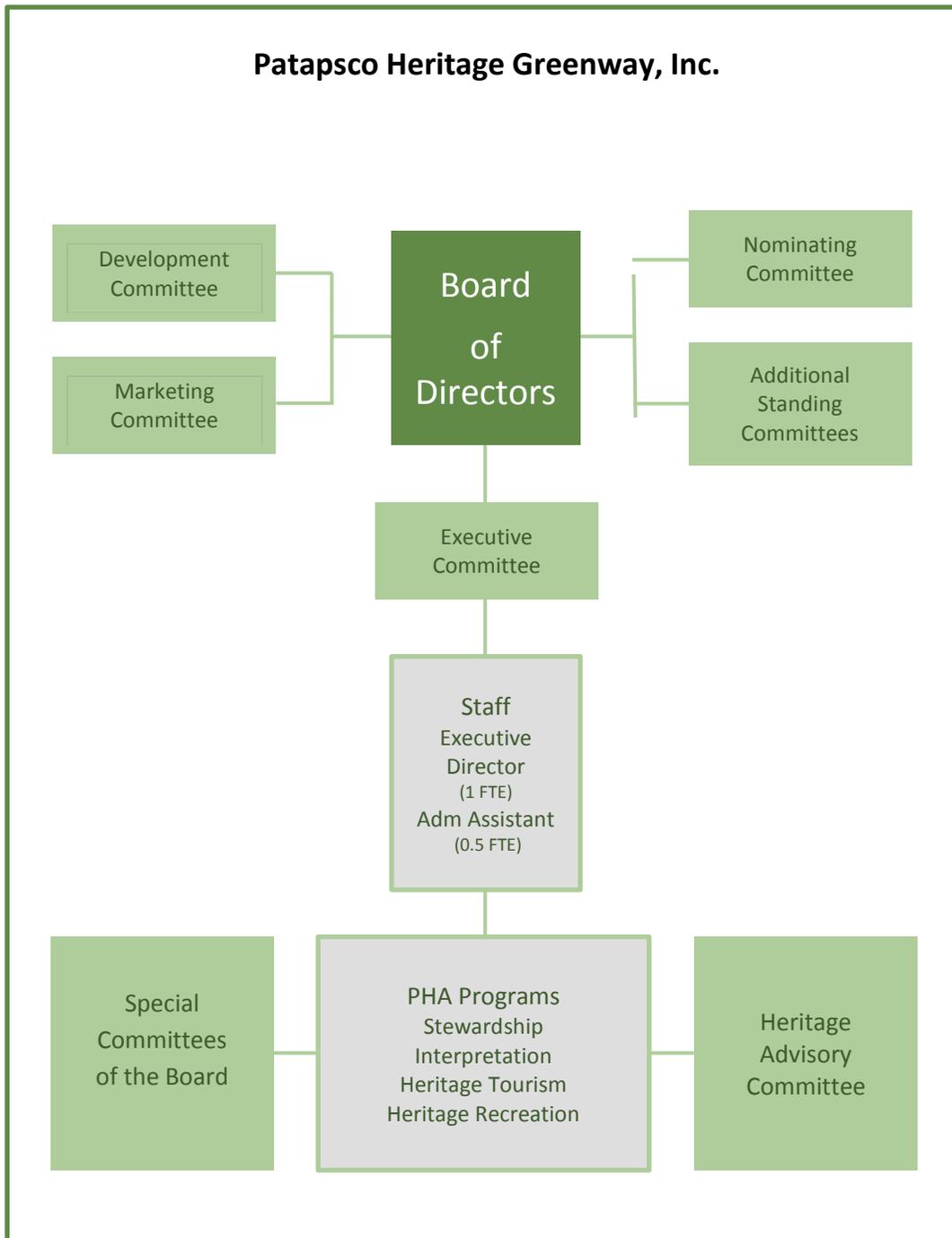
Board of Directors

The PHG Board of Directors formed as part of the incorporation process, which included creation of bylaws, a conflict of interest statement, and basic policies that allowed the new non-profit organization to get started. The board is responsible for establishing PHG’s mission, determining strategic direction, setting policies to carry out the mission, and oversight of its finances and operations. Until PHG has additional staff, the board will continue to take on many of the organization’s day-to-day program and operations tasks. The following actions are necessary to meet legal requirements for non-profit organizations, as well as to meet water are currently understood to be best practices in the non-profit community:

- Action 5.1.1a Maintain a board of directors at or near the desired number of members needed to conduct the affairs of the PHG and to carry out the board’s legal and financial responsibilities. Bring in individuals with diverse skills, backgrounds, and experiences who are committed to board service. Include at least one resource conservation representative.
- Action 5.1.1b Expand board governing documents to include policies and procedures regarding board operations and accountability.
- Action 5.1.1c Develop and maintain a board manual that provides board members with clear expectations for their service, informs members about the board’s legal and fiduciary responsibilities, describes board operating procedures, and provides important board policies.

¹ The Patapsco Heritage Greenway, Inc. from time-to-time may also do business as the *Friends of the Patapsco Valley Heritage Greenway*.

Figure 9.1 Patapsco Heritage Greenway, Inc. – Organizational Chart



Action 5.1.1d Delegate decision-making authority by establishing committees of the board with clearly defined roles and responsibilities for reporting to the board or staff, including:

- executive committee
- development committee
- marketing committee
- nominating committee
- standing committees (as needed)
- special committees (as needed)
- heritage advisory committee

Update PHG bylaws to reflect revised committee structure and functions, as needed.

Action 5.1.1e Establish policy describing lines of authority, communications, and responsibility between the board and staff, and delegating supervisory authority over all staff to an executive director; revise PHG bylaws, as needed.

Action 5.1.1f Conduct board orientation meetings at a minimum of every three years.

Heritage Advisory Committee

In the future, a heritage advisory committee will serve in an advisory capacity to the PHG Board of Directors. The committee will be composed of members of the historic, cultural, archeological, and natural resource communities who are heritage partners. The PHG board president will serve as the official chair of the committee, which will meet a minimum of twice per year. In general, corporate and government entities which express an interest in the management plan will be offered membership in the advisory committee. Members of the advisory committee should include, if possible, at least one representative of the following:

- Enjoy Baltimore County
- Visit Howard County
- Maryland State Parks (Patapsco Valley State Park)
- Maryland Forest Service
- Baltimore County Department of Recreation and Parks
- Howard County Department of Recreation and Parks
- Baltimore County Department of Environmental Protection and Sustainability
- Howard County Office of Environmental Sustainability
- Baltimore County Department of Planning
- Howard County Department of Planning and Zoning
- Baltimore County Public Schools
- Howard County Public School System

- Historical Societies
- Conservation Organizations
- Heritage Area Attractions
- Baltimore County Commission on Arts and Sciences
- Howard County Center for the Arts
- Community Associations
- Tourism-Serving Businesses
- Chambers of Commerce
- Others

The following action is needed to create and initiate the heritage advisory committee:

Action 5.1.2a Establish guidelines for composition and function of the heritage advisory committee; modify PHG bylaws, as needed; establish the committee and commence its operations.

Staff and Contractors

PHG has operated relying largely on volunteers, part-time paid staff, and contractors. In the future, as a certified heritage area – assuming funding of the state heritage areas program by the governor and state legislature – PHG will have access to an annual management grant from the Maryland Heritage Areas Authority that will fund basic operations (see action 5.3.2a), including staff salaries, office operations, contractual services, and communications. As this happens, PHG will expand its operations to implement actions included in the management plan, including hiring staff and contractors and organizing efforts of volunteers. In the short-term, PHG envisions hiring a full-time executive director and a part-time administrative assistant.

Management actions needed to address needs for and management of staff, contractors, and volunteers include the following:

Action 5.1.3a As part of annual work plan development (see action 5.6.1b) complete annual reviews of PHG’s programs and activities to assess staffing and consultant needs. Accompany these reviews with annual plans for funding needed to support staff and consultants.

Action 5.1.3b Secure funding to support up to 1.5 staff, including an executive director and administrative assistant to support programs and activities.

Action 5.1.3c Continue to use contractors to meet PHG’s need for legal counsel and accounting services.

Action 5.1.3d Engage additional contractors, as needed, to provide professional services as needed for routine operations and for special projects, such as:

- website development and maintenance

- marketing
- graphic design
- geographic information system (GIS) database development and maintenance
- fundraising
- insurance and employee benefits

Action 5.1.3e Complete and maintain current written job descriptions for all staff.

Action 5.1.3f Develop an employee manual including written personnel policies with appropriate accompanying procedures or guidelines that conform to federal and state law.

Action 5.1.3g Develop and implement procedures for selecting contractors and securing contracts.

Action 5.1.3h Develop a volunteer program that includes volunteer guidelines, volunteer contracts, incentives, and recognition programs.

Action 5.1.3i Collaborate with local colleges and universities to use interns and class studios to assist PHG with achieving its goals and objectives.

Organization Operations

As a largely volunteer organization, PHG has very few policies and procedures formalized to the degree to which they will need to be for it to mature and expand its services. PHG has bylaws and a minimal number of policies and procedures in place. It will be important for the organization to promote efficient operations by implementing policies and procedures that summarize how PHG conducts its affairs.

In order for the organization to meet standards and best practices as a non-profit organization, the following action is a priority:

Action 5.1.4a Assemble PHG policies and procedures into an organizational manual that guides activities of the board and staff.

Financial and Asset Management

Objective 5.2

Manage the finances and assets of the Patapsco Heritage Greenway in a responsible and accountable manner.

Annual Budget

Annual budgeting is an essential part of organizational planning and management of providing a mechanism for translating goals for one year into monetary terms. Budgeting involves evaluating the

previous year's performance, setting goals for the upcoming year, monitoring progress toward goals, and making adjustments as necessary along the way. Budgeting is useful because it provides a means of assessing the need for funds and is the basis for developing a fundraising plan, it enables making cash-flow projections, it provides a basis for monitoring performance, and it guides spending.

To meet annual budgeting needs, the PHG staff and board will need to do the following:

Action 5.2.1a Prepare an annual budget that is reviewed and approved by the board using the following basic steps:

- develop an annual work plan
- determine the costs of carrying out the annual plan
- make income projections
- compare expenses to income and adjust as necessary
- conduct board review and approve budget

Financial Records, Reports, and Statements

Financial records provide information needed for financial reports used by the board to guide and ensure organizational stability, by staff to monitor operations, and by external parties to assess how the organization is managed and uses its funds. The organization's financial records should conform to Generally Accepting Accounting Principles (GAAP) to ensure that knowledgeable people can accurately interpret information presented in its financial reports. The PHG Board of Directors should review financial reports and statements at regular intervals, generally at least quarterly.

To satisfy annual requirements pertaining to financial records, reports and statements, the PHG staff and board will need to do the following:

Action 5.2.2a Keep clear, complete, and accurate financial records with supporting documentation, including cash receipts journal, cash disbursements journal, payroll records, and general journal.

Action 5.2.2b Prepare quarterly financial reports and statements for board review on a regular (at least quarterly) basis and a final report at year end.

Audits

Annual financial review or audit, by a qualified financial advisor prevents biases by an organization's financial manager or misrepresentation by the organization. An audit committee – a subcommittee of the board – should select the auditor and receive and review the auditor's report.

To satisfy annual audit requirements, the PHG staff and board will need to do the following:

Action 5.2.3a Have annual audits of PHG's financial reports prepared by a certified public accountant (CPA) and reviewed by an audit committee (a committee of the board).

Internal System for Handling Money

A system of internal controls and procedures for handling money protects an organization against theft, fraud, or loss due to unethical or illegal behavior and to ensure confidence in donors, regulators, and other board members.

To ensure an appropriate internal system for handling money, the PHG staff and board will need to do the following:

- Action 5.2.4a Formalize PHG’s system of fiscal controls regarding budget monitoring and budget amendment, handling of cash receipts, cash disbursements, and physical controls and security measures.

Investment and Management of Financial Assets and Dedicated Funds

PHG has a system for the responsible and prudent investment and management of its financial assets and has established policies on allowable uses of dedicated funds and investment of funds. This helps assure the organization’s ability to carry out its programs and helps assure its long-term existence.

To ensure that PHG’s financial assets and dedicated funds are invested and managed appropriately, the PHG staff and board will need to do the following:

- Action 5.2.5a Formalize PHG’s policies for short-term investments, long-term investment of permanent funds, and the uses of dedicated funds.

Funding

Objective 5.3

Develop a sustainable diversified range of financial resources for the Patapsco Heritage Greenway.

Financial sustainability for PHG as the heritage area’s management entity depends upon developing secure, stable funding from diverse sources and the ability to leverage funds, resources, and ideas. PHG will initially depend upon an annual management plan from MHAA (see following section) as the principal source of operating funds that will be leveraged through its fundraising efforts. Five years following certification, PHG hopes to have diversified operating funding sources and – at a minimum – to have banked three months of operating funding, consistent with guidelines of the Maryland Heritage Areas Program (MHAA 2009).

Typical funding sources will include individuals, large family foundations, community foundations, non-profit organizations, small family foundations, large corporations/ corporate foundations, federated funds (United Ways, United Arts, Combine Health Appeal), and local, state, and federal governments. In general, the types of fundraising strategies will include:

- grant applications to foundations, government agencies, and corporations
- membership program

- annual solicitation for an annual fund
- annual solicitation for an end-of-year gift campaign
- a program to solicit major donors
- events and other fundraising opportunities in the community
- endowment or other restricted funding
- fundraising activities shared with partners
- enterprise activities

Resource Development

Design and implementation of a good development plan is essential to guide PHG's fundraising, and is a requirement for management entities who receive MHAA management grants. The development plan will be an extension of PHG's larger branding effort through which the board of directors will build and nurture the relationship between PHG and its supporters. It will allow donors an opportunity to align with PHG's core beliefs and values, seeking to inspire generous contributions that are critical to success. The plan will set fundraising goals, define financial objectives, identify strategies and tactics, and provide the basis for developing a case statement and for structuring fundraising campaigns. A development committee – a subset of the board of directors and including the executive director – will be responsible for developing and implementing the development plan and reporting to MHAA progress toward fundraising goals on an annual basis.

To develop its capacity to diversify sources of operating funds and achieve financial sustainability, the PHG staff and board will need to do the following:

- Action 5.3.1a Establish a development committee of the board responsible for overseeing preparation and implementation of a development plan.
- Action 5.3.1b Prepare for development planning by assessing internal factors that affect PHG's readiness for development, assessing external factors that affect PHG's approach to development, and defining the prospective donor pool.
- Action 5.3.1c Prepare a long-term (5-year) development plan with accompanying annual work plans with the goal of integrating development into all aspects of programs and operations.
- Action 5.3.1d Update the long-range development plan on a regular basis to maintain a time horizon beyond the annual work plan of at least three years.
- Action 5.3.1e Establish restricted special funds to support critical elements of the development program.
- Action 5.3.1f Include staff time to coordinate and implement development activities in PHG's annual work plans.

Action 5.3.1g Provide training to staff and volunteers in all development skills.

Maryland Heritage Areas Program Funding – Management Grants

Annual management grants for operations of certified heritage areas are available from the Maryland Heritage Areas Authority (MHAA). These grants support the management entity’s basic operations related to staff salaries, office operations, contractual services, and communications. Through this funding, MHAA enables management entities, such as PHG, to better focus their entrepreneurial energy on developing heritage tourism products, building partnerships, and sustaining regional identity (MHAA 2009). With base funding available, management entities can also concentrate on fundraising locally to diversify sources of operating funds, thus leveraging state funds.

To be eligible for management grants PHG will develop and implement a 5-year action plan and annual work plans, and will adopt performance measures upon which progress toward goals will be assessed (see actions under objective 5.6). As long as PHG meets its performance measures it can expect to receive state funding for general operations. This funding will be contingent upon whether or not the funding is placed in the state’s budget and approved by the legislature.

To qualify for and obtain annual management grants to support PHG operations, the PHG staff and board will need to do the following:

Action 5.3.2a Submit annual management grant funding applications to MHAA, including PHG’s 5-year action plan and annual work plan (see actions under objective 5.6).

Maryland Heritage Areas Program Funding – Project Grants and Marketing Grants

Once the heritage area is certified, PHG and its destination marketing organizations (Enjoy Baltimore and Visit Howard County) will also be eligible for dollar-for-dollar matching grants (up to \$50,000) to support marketing of heritage area-wide products and activities. Eligible activities include advertising placement, participation in consumer and travel trade shows, printed material/collateral, and website development.

PHG and its partners will also be eligible to apply for and receive from MHAA dollar-for-dollar matching grants for capital and non-capital projects within the heritage area. Grants can support projects involving historical, cultural, archeological, or natural resources, sites, events, or facilities. Eligible projects must have a heritage tourism component, help to provide facilities and services that support heritage tourism, or be an event that will help to create a long-term increase in visitation to the heritage area. Award limits are \$50,000 for non-capital and programming projects and \$100,000 for capital projects.

MHAA grants for capital projects must be for a targeted investment, requiring that the proposed project fulfill the heritage area’s priorities, leverage investment, and facilitate economic development. In addition the capital project must meet one of the following criteria:

- overlap with existing local, state, or federal designations

- contribute to initiatives supported by significant public investment
- be a part of a concentration of heritage resources
- be a catalyst for future investment

To take maximum advantage of the potential for MHAA project and marketing grants, the PHG staff and board will need to do the following:

Action 5.3.3a Identify projects potentially eligible for MHAA marketing grants and non-capital project grants, and programming project grants; submit one or more competitive applications for identified projects during each grant funding cycle.

Action 5.3.3b Identify heritage area projects that have the potential to qualify as capital projects that target investment; collaborate with partners to develop conceptual master plans, management strategies, and funding plans for identified projects; submit applications to MHAA for capital grants for identified projects.

Action 5.3.3c Implement actions to encourage heritage partners to submit competitive grant applications for MHAA project grants during each grant funding cycle (including technical assistance and training in actions under sections 1.2.3, 1.2.4, 1.3.3, 1.3.4, 1.4.4, 1.4.5, 1.5.3, and 1.5.4).

Other Grants

In order to implement the many actions and projects in the heritage area's management plan, PHG will need to aggressively pursue support through grants from foundations, corporations, and local, state, and federal government grant programs. Although PHG has enjoyed some success receiving grants to support its programs in recent years, it will need to develop a broader reach by researching funding sources that it has not previously tapped. This activity will require significant staff and board time and may require additional support.

To increase funding for PHG operations and programs from other grants, the PHG staff and board will need to do the following:

Action 5.3.4a Continuously research grant opportunities available through government, private foundation, and corporate grant programs.

Action 5.3.4b Identify staff grant writing training needs and seek training, as appropriate.

Action 5.3.4c Identify and prepare a set of standard deliverables needed to support grant applications.

Action 5.3.4d Set and meet annual targets for grant applications to the Maryland Heritage Areas Authority (in addition to routine annual grants).

Action 5.3.4e Set and meet annual targets for grant applications through government, private foundation, and corporate grant programs.

Earned Income

Special programs offer opportunities for earned income. Typical heritage area earned income streams are associated with tours, sales of heritage area products, and partner/business membership in special programs. In the future, PHG should explore opportunities to engage in appropriate earned income enterprises, incorporating consideration of earned income opportunities as part of preparing its development plan (see action 5.3.1b).

To increase funding for PHG operations and programs from earned income, the PHG staff and board will need to do the following:

Action 5.3.5a Explore opportunities for earned income.

Action 5.3.5b Include a focus on earned income when creating the development plan.

Private Giving

PHG will continue to build its donor base as a source of unrestricted funding for general operations and for special projects. By building its private giving base, PHG will reduce its reliance on general operating support from local, state, and federal funding. However, an important challenge will be PHG's ability to compete with its partners seeking support from the same donors. PHG will seek to meet this challenge by working with its partners during development of the private giving component of the land range development plan (see action 5.3.1b).

To increase funding for PHG operations and programs from private giving, the PHG staff and board will need to do the following:

Action 5.3.6a Set and meet an annual target for private giving.

Action 5.3.6b Develop a potential donor database.

Action 5.3.6c Develop a donor nurturing and engagement plan with regular communications.

Action 5.3.6d Request support annually from all potential private donors and develop targeted specific "asks" when feasible.

Partnerships

Objective 5.4

Work collaboratively with heritage partners to preserve heritage resources and strengthen local and regional economies through heritage-based initiatives.

Partnership Structure

By definition a heritage area assumes a network of partners collaborating to realize a shared vision, with the knowledge that by working with one another they can accomplish far more than when acting alone. The heritage area's management entity leads the effort, providing the framework for action through its management plan; offering leadership, incentives, technical assistance, and opportunities for financial support to partners; and fostering programs that stimulate partners to undertake projects and build the heritage area.

In the Patapsco Heritage Area, the Patapsco Heritage Greenway (PHG) is the management entity that will lead the effort. Key partners are the Maryland Heritage Areas Authority, Baltimore County, Howard County, the local destination marketing organizations (Enjoy Baltimore County and Visit Howard County), and Patapsco Valley State Park (MD DNR). Patapsco Valley State Park is a major resource encompassing much of the gorge and its tributary valleys where heritage resources and opportunities for visitors are concentrated. Other partners include a wide variety of organizations – public and private – with an interest in the heritage area who will participate in the heritage area by coordinating activities, supporting coordinating activities, implementing activities, and/or providing funding (see table 9.1).

PHG's role will be to foster successful collaboration among the partners to tell the heritage area's stories, make the linkages, and protect the heritage resources. This will be accomplished through meaningful community engagement on an ongoing basis, continually telling the story and promoting the vision, responding to local needs and priorities, and operating with an open, inclusive, and collaborative approach.

To grow and maintain successful collaborations among partners, the PHG staff and board will need to do the following:

- Action 5.4.1a Function as the local coordinating management entity for the heritage area meeting requirements of the Maryland Heritage Area Authority.
- Action 5.4.1b Work closely with key partners to maximize grant support and technical assistance to support PHG as the local coordinating entity. Key partners include the Maryland Heritage Areas Authority, Enjoy Baltimore County, Visit Howard County, Baltimore County, and Howard County.
- Action 5.4.1c Recognize heritage area partners whose missions support preservation of heritage resources and/or promote heritage tourism.

Figure 9.2 Patapsco Heritage Greenway, Inc. – Partnership Structure

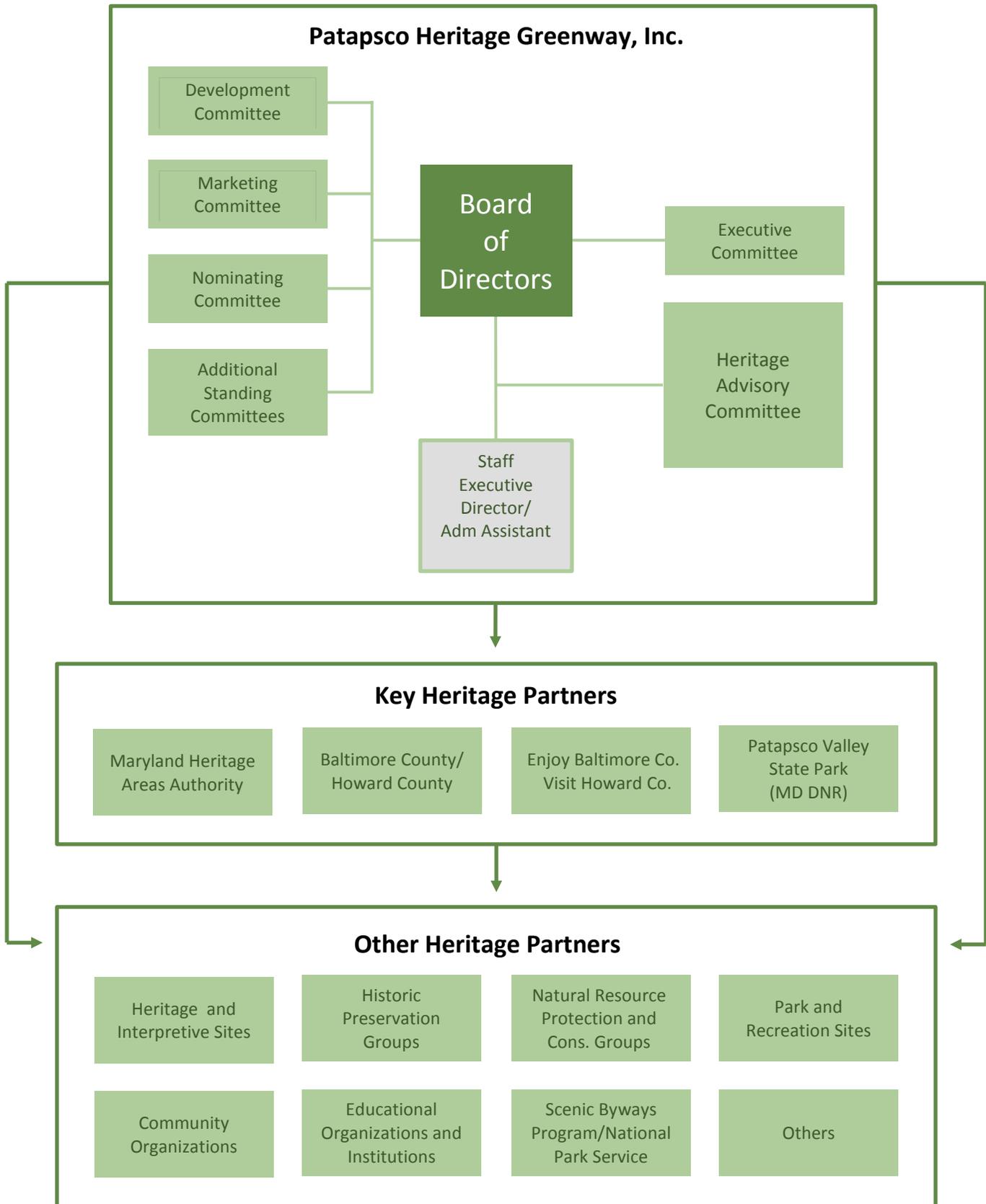


Table 9.1 Heritage Area Partners – Opportunities for Involvement

		Patapsco Heritage Greenway	Maryland Heritage Areas Authority	Baltimore County/Howard County	Visit Baltimore County	Enjoy Howard County	Patapsco Valley State Park (MD DNR)	Heritage and Interpretive Sites	Historic Preservation Groups	Educational Organizations and Institutions	Natural Resource Protection and Conservation Organizations	Park and Recreation Sites	Historic Preservation Groups	Community Organizations	Scenic Byways Program	NPS Chesapeake Bay Office
C		= coordination														
S		= supporting coordination														
M		= implementation														
F		= potential funding														
Stewardship																
1.1	Public Appreciation of Heritage Resources	C/M	S/F		S/M	S/M	S/M	M	S/M	S/M	S/M	S/M	S/M	S/M	S/M	S/M
1.2	Historic Preservation	C/M	F	S/M/F			S/M/F	M	S/M	S/M	S/M/F	S/M	S/M	S/M	S/M	S/F
1.3	Cultural Resource Preservation	C/M	F	S/M/F				M		S/M	S/M/F	S/M		S/M	S/M	S/F
1.4	Archeological Resources Conservation and Stewardship	C/M	F	S/M/F			S/M/F	M	S/M	S/M	S/M/F	S/M	S/M	S/M	S/M	S/F
1.5	Natural Resource Protection and Conservation	C/M	F	S/M/F			S/M/F	M		S/M	S/M/F	S/M		S/M	S/M	S/F
Interpretation																
2.1	Comprehensive Interpretive Planning	C/M	F		M	M	M	M	M	M	M	M	M		M	M
2.2	Unified Presentation of the Patapsco Valley's Stories	C/M	F		S/M	S/M	S/M/F	S/M	M	M	M	M	M		S/M/F	
2.3	Interpretive Messaging and Materials	C/M	F		S/M	S/M	S/M/F	S/M	M	S/M	S/M	S/M	M		S/M/F	S/M/F
2.4	Programs and Events	C/M	F	S/M/F	S/M	S/M	S/M/F	S/M	M	S/M	S/M	S/M	M	S/M	S/M/F	S/M/F
2.5	Education	C/M	F	S/M/F			S/M/F	M	M	S/M	S/M	M	M		S/M/F	S/M/F
2.6	Research	C	F				S/M/F	M	M	S/M	S/M	M	M		S/M/F	S/M/F
Heritage Tourism																
3.1	Building Visibility and Growing Audiences	C/M	F		S/M/F	S/M/F		M		S/M	S/M	M			S/M	
3.2	Orientation and Wayfinding	C/M	F	S/M/F	S/M/F	S/M/F	S/M/F	S				S/M		S/M	S/F	S/M/F
3.3	Heritage Experiences in Heritage Communities	C/M	F	S/M/F	S/M/F	S/M/F		M		M	S/M			S/M	S/F	S/M/F
3.4	Linkages	C/M	F		S/M/F	S/M/F	M	M				M			S/F	S/F
Heritage Recreation																
4.1	Heritage Recreation Experiences at Public Parks	S	F	S/M/F			C/M/F	S/M			C/S/M/F	C/S/M/F				S/M/F
4.2	Trail-Based Heritage Experiences	C/M	F	S/M/F			C/M/F	S/M			C/S/M/F	C/S/M/F				S/M/F
Management																
5.1	Patapsco Heritage Greenway Organizational Management	C/M	F													
5.2	Financial and Asset Management	C/M														
5.3	Funding	C/M	F	F	F/S	F/S	S		S	S	S/F	S	S			
5.4	Partnerships	C/M	F	S/M	S/M	S/M	M	M	M	S/M	S/M	M	M	M	S/F	S/M/F
5.5	Communications	C/M	F		S/M/F	S/M/F		M		S/M	M	M			S	S
5.6	Planning and Evaluation	C/M	S/M/F	S/M/F	M	M	S/M	M	S/M	M	M	M			S/M/F	S/M/F

Action 5.4.1d Involve heritage partners in PHG management by maintaining a heritage advisory committee that serves in an advisory capacity to the board of directors.

Action 5.4.1e Explore opportunities for formalizing partnerships with heritage partners through cooperative agreements stating the intentions of each party and the assumed outcomes. Establish cooperative agreements, if determined beneficial.

Assistance to Heritage Partners

PHG's partners are very diverse when it comes to their ability to serve visitors, raise funds, develop heritage tourism products, or staying open and ready for visitors. One of the key roles that PHG can offer is to be a resource for those partners that can benefit from additional networking and technical assistance. As less advanced partners increase their ability to serve visitors and residents, the overall heritage tourism product for the Patapsco Valley and the region improves. Lessons learned from other heritage areas reveal that over time a small amount of assistance for challenged sites can lead to much-improved visitor experiences. A small amount of resources can go a long way in many cases. In general, in order to improve the heritage tourism experience through the Patapsco Valley, PHG should support growth and development of the capacity and programs of its heritage partners.

To assist partners with meeting management goals for the heritage area, the PHG staff and board will need to do the following:

Action 5.4.2a Establish guidelines for heritage partners to undertake self-assessments to determine how they can collaborate with the PHA initiative. Include in the guidelines indications as to how PHG might provide support for that collaboration.

Action 5.4.2b Explore the feasibility of a grant making program for heritage partners; if feasible, implement the program.

Action 5.4.2c Provide technical assistance to heritage partners for identification of grant opportunities and grant writing.

Action 5.4.2d Provide technical assistance to heritage partners for program and product development.

Action 5.4.2e Provide heritage area partner networking opportunities where information sharing occurs and opportunities for collaboration are explored.

Action 5.4.2f Explore formalizing a partnership with the NPS Chesapeake Bay Office that outlines how PHG and NPS will collaborate to further implement the Chesapeake Bay Gateways and Watertrails Network (CBGN); provide

heritage partners with information regarding opportunities to become designated CBGN sites; available to CBGN sites technical assistance with grant applications for technical and financial assistance through the CBGN program.

Action 5.4.2g Hold an annual meeting for all heritage area stakeholders and partners.

Action 5.4.2h Provide annual awards to key heritage area partners and supporters.

Communications

Objective 5.5

Reach out to the heritage area's partners, stakeholders, residents, and visitors using a variety of media and techniques, broadening the scope of communications as programs grow.

Communications Plan

Effective communication will inform the public and stakeholders about what the heritage area is, the benefits it brings to the quality of life for residents, how it offers quality experiences for visitors, and how PHG and its partners make it all happen. While numerous partners can assist with communications with the general public, it is up to PHG to develop a strategy and process for communicating its activities and initiatives, delivering a strong, unified sense of the heritage area's brand and identity. This can best be accomplished by developing and implementing an annual communications plan that ensures that all communications – brochures, websites, press releases, invitations, and other communications – tie together the multiple communications needs and recommendations of PHG's marketing plan, development plan, and interpretive plan. Through synchronization of communications, PHG will better meet its business goals and build its brand.

To communicate PHG's activities and brand, the PHG staff and board will need to do the following:

Action 5.5.1a Develop and implement an annual communications plan that addresses upcoming communications opportunities, audiences, messages for each audience, activities, and media outreach.

Planning and Evaluation

Objective 5.6

Manage and routinely evaluate programs and activities in accordance with a long-term management framework designed to accomplish the Patapsco Heritage Greenway's mission.

Planning

PHG will carry out its future work in accordance with its approved management plan and annually apply to MHAA for matching grants to support its operations. While the management plan establishes the foundation principles and direction for the heritage area, it does not provide the details needed to guide

PHG's daily or yearly activities. As a result, in accordance with MHAA requirements, PHG will collaborate with its destination marketing organizations to develop a 5-year action plan using the long-term management plan as the foundation. This plan will be submitted to MHAA for review and approval.

Subsequent to completing the 5-year action plan, PHG will develop an annual plan of work which follows the same outline as the 5-year action plan, adding interim points included in checklists to ensure that progress is made on each action step. PHG will submit the annual work plan to MHAA as part of its management grant application.

In addition, PHG will complete a strategic planning exercise every three years to clarify future direction, establish priorities, identify and address organizational problems, and improve organizational performance.

To manage the heritage area in accordance with its management plan and requirements of the Maryland Heritage Areas Program, the PHG staff and board will need to do the following:

- Action 5.6.1a In consultation with Enjoy Baltimore County and Visit Howard County, develop and implement a 5-year action plan that meets requirements of the Maryland Heritage Areas Program.
- Action 5.6.1b Develop and implement annual work plans that meet requirements of the Maryland Heritage Areas Program.
- Action 5.6.1c In 2017, complete a strategic plan, including a review of programs and activities and reevaluation of management priorities. Update the strategic plan every three years thereafter.
- Action 5.6.1d As appropriate, following amendment(s) to the heritage area boundaries (see action 5.6.4a), amend the long-term heritage area management plan and the five-year management plan.

Measuring Performance and Program Impact

After plans have been developed and PHG implements those plans, it will be important for the organization to measure its performance and impact. Following development of MHAA's strategic plan (MHAA 2009), there are specific expectations by MHAA for every state heritage area. PHG, as the management entity for the PHA, will be required to collect direct performance measures related to its goals and objectives. These measures will include an analysis of the amount of non-MHAA funding leveraged by activities listed in the heritage area's annual work plan, the extent to which activities outlined in the annual work plan are completed, and the degree to which the heritage area exhibits management capability. These data will be submitted as part of the heritage area's management grant final report and will be evaluated against performance targets established by MHAA.

To measure and document PHG's performance as a heritage area management entity, PHG staff and board will need to do the following:

- Action 5.6.2a Report annually to MHAA on the amount and percent of funding leveraged by PHG in activities outlined in the annual work plan, including in-kind contributions and non-MHAA sources.
- Action 5.6.2b Report annually to MHAA on the amount of activities completed in the annual work plan, including measurable activities and intangible contributions reported through testimonies or other documentation.
- Action 5.6.2c Evaluate the heritage area's management capability based on accurate and timely submission of materials to MHAA, MHAA grant completion rates, and participation in the Maryland Coalition of Heritage Area activities; submit metric data annually to MHAA.
- Action 5.6.2d Link annual work plan activities to a series of metrics that support three key categories of focus: developing heritage-based product, building partnerships, and sustaining regional identity; identify in the 5-year plan and annual work plans one metric from each MHAA category that is the area of priority; submit metric data annually to MHAA.
- Action 5.6.2e Develop baseline performance data for the heritage area tied to metrics in MHAA's key categories of focus; develop and implement a system to track performance data annually.

Reporting

Reporting provides the basis for documenting progress toward goals and is required to receive funding for operating support from MHAA. The MHAA has explicit requirements for reporting annually on progress made toward meeting goals in annual plans and five-year plans, as well as for sharing minutes from management entity board meetings.

To document progress toward goals, PHG staff and board will need to do the following:

- Action 5.6.3a Submit an annual report to the PHG Board of Directors summarizing progress made toward accomplishing management goals and objectives.
- Action 5.6.3b Submit mid-term and annual reports to the Maryland Heritage Areas Program summarizing progress made toward accomplishing work plan activities identified in the annual work plan.
- Action 5.6.3c Submit annual reports to the Maryland Heritage Areas Program summarizing progress made toward accomplishing goals and objectives in the five-year management plan.

Action 5.6.3d Send board meeting minutes and an updated list of PHG board members annually to the Maryland Heritage Areas Program.

Heritage Area Boundary Amendments

Periodic review of the heritage area boundary provides an opportunity to determine if the heritage area boundaries continue to meet the MHAA criteria and remain appropriate to achieve the desired goals and objectives of the management plan. Appendix A presents the MHAA boundary definition criteria and describes the methodology used to define the PHA heritage boundaries during the management planning process. Periodic review of the boundary will enable PHG to consider how well the boundaries have met the MHAA criteria and make adjustments as needed. It will also enable PHG to consider expanding (or reducing) the extent of the heritage area. Expansion would be considered if PHG wants to explore adding to the heritage area lands upstream or downstream along the Patapsco River and within its watershed where the heritage area's stories can be told, where heritage resources are concentrated, and where local governments and private interests are prepared to commit resources to preservation, conservation, and tourism development.

To determine if the heritage area continue to be appropriate over time, PHG staff and board will need to do the following:

Action 5.6.4a Every five years, review the heritage area boundary for purposes of assessing the need for a boundary amendment; devise a plan and process for securing an amendment, as appropriate, given MHAA procedures in place at that time.

9.2 Implementation Plan

High, Moderate, and Low Priority Actions

Implementation of the recommended actions outlined in this management plan is expected to occur over time, generally within the ten years following plan approval by the Maryland Heritage Areas Authority. Management actions are assigned to one of three time periods for implementation:

- short-term (1 to 3 years) – highest priority and/or more readily accomplished
- mid-term (4 to 5 years) – moderate priority
- long-term (6 to 10 years) – lower priority and/or challenges will take longer to plan for and secure funding needed to implement

Highest Priority Actions

Table 9.2 presents the short-term highest priority actions on which the Patapsco Heritage Greenway (PHG) and its partners will collaborate in 2015, 2016, and 2017 in the Patapsco Heritage Area.

Moderate to Lower Priority Actions

Appendix C presents the moderate and lower priority actions on which the Patapsco Heritage Greenway (PHG) and its partners will collaborate over the mid- to long-term (2018 to 2024).

Project Types

Table 9.2 and table C.1 identify two types of project types:

- PHG in-house – actions which PHG will implement as the primary partner with little or no involvement of partners – PHG would be the project lead
- collaboration – actions which require participation and/or support from one or more partners – PHG might or might not be the project lead

Project Costs

Project costs are either recurring or capital. Recurring costs are generally associated with staff time and PHG routine operations. Other costs are one-time costs, generally associated with hiring contractors to assist with developing plans, providing technical support for website development, designing and printing/fabricating interpretive media and signage, hosting events, program costs, etc. All costs shown are estimates and subject to refinement during future detailed planning for each action.

Funding Sources

Funding sources for recurring costs are general operating funds from current sources as well as from anticipated funding from the Maryland Heritage Areas Program following approval of this management plan and certification of the heritage area by the Maryland Heritage Areas Authority. Capital projects indicated as potential grant funding would not be completed unless a supporting grant is secured. Some projects would be funding through special fundraising efforts within the context of developing and implementing a PHG resource development plan (which will be regularly updated).

Maryland Heritage Areas Authority (MHAA) Activity Categories

MHAA activity categories are defined by MHAA as the three key categories of focus for state heritage areas which are used for reporting progress towards goals. The categories include heritage tourism product development, partnership building, and sustaining regional identity. Heritage areas are required to track a series of metrics associated with its achievement for each category, identifying one metric for each category for which achievement is most relevant to accomplishing its goals and objectives.

Projected Budget for FY15, FY16, and FY17

PHG anticipates operating with a balanced budget during the first three years of plan implementation. Table 9.3 provides a summary of PHG's anticipated expenses and revenues for FY15, FY16, and FY17. During this period PHG anticipates modest excess revenue over expenses for each year.

Note that budget projections presented in table 9.3 are based on the actions outlined in the management plan and are for general management planning purposes only. The PHG Board of Directors has not approved the budgets for purposes of planning annual operations.

Table 9.2 Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House <input type="checkbox"/>	Collaboration <input type="checkbox"/>					
1.1 Stewardship Management Actions – Public Appreciation of Heritage Resources											
1.1.1a	Create a PHA digital library including plans, studies, historic research, and spatial data relevant stewardship of heritage resources; provide links to the digital library on the PHA website.	•	•	•	<input checked="" type="checkbox"/>		state and county agencies, historical societies	staff time, intern, pro bono	PHG operating funds	assembly of PHA digital library	Sustaining Regional Identity
1.1.1b	Document past, ongoing, and planned historic preservation and natural resource management programs and special projects within the heritage area; use the PHA website to publicize programs and projects to the public; include links to heritage partner websites for additional information.	•	•	•		<input checked="" type="checkbox"/>	state and county agencies, historical societies	staff time, intern, pro bono	PHG operating funds	communication of info on website	Sustaining Regional Identity
1.1.1c	Make available on the PHA website a searchable database of heritage resources that provides the site name, street address, resource type, designations, fundamental/other important resources status, relationship to the interpretive framework, ownership, use, and access to the public; maintain accompanying GIS shape files (with metadata) documenting the location of heritage resources.			•		<input checked="" type="checkbox"/>	staff time, contractor	PHG operating funds, MHAA grant	staff time, website development (\$15,000)	communication of info on website	Heritage Product Development, Sustaining Regional Identity
1.1.2a	Develop and implement a program to educate the public about the environmental, cultural, and economic benefits of historic preservation. (also see action 1.1.3)			•		<input checked="" type="checkbox"/>		staff time, intern, pro bono	PHG operating funds	implementation of program elements	Sustaining Regional Identity
1.1.2b	Educate the public about preservation and conservation issues so that they can make informed decisions about stewardship of heritage area resources.		•	•		<input checked="" type="checkbox"/>		staff time, intern, pro bono	PHG operating funds	communication of info on website; implementation of program elements	Sustaining Regional Identity
1.1.3b	Participate in advocacy days coordinated by historic preservation organizations.	•	•	•		<input checked="" type="checkbox"/>	Preservation Maryland, National Council of State Historic Preservation Officers, Maryland Historical Trust, National Alliance of Heritage Areas	staff time, intern, pro bono	PHG operating funds	attendance at advocacy days and communication of concerns with officials	Partnership Building, Sustaining Regional Identity, Organizational
1.1.3c	Participate in advocacy days coordinated by conservation and natural resource management	•	•	•		<input checked="" type="checkbox"/>	to be determined	staff time, intern, pro bono	PHG operating funds	attendance at advocacy days and	Partnership Building, Sustaining

Table 9.2 Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
	organizations.									communication of concerns with officials	Regional Identity, Organizational
1.1.3d	Actively engage elected officials in Baltimore County and Howard County to provide insight and commentary on stewardship issues within the heritage area.	•	•	•	■		Baltimore County elected officials, Howard County elected officials	staff time, intern, pro bono	PHG operating funds	participation with elected officials on stewardship issues	Sustaining Regional Identity, Partnership Building
1.1.3e	Encourage local grantmakers to fund resource stewardship projects.		•	•	■		local grantmakers	staff time, intern, pro bono	PHG operating funds	identification of grantmakers, increased giving to stewardship projects	Sustaining Regional Identity
1.1.3f	Encourage nomination of historic sites to the Endangered Maryland and the National Historic Trust's List of the Most Endangered Historic Places when appropriate.	•	•	•	■		Preservation Maryland, historical societies, Maryland Historical Trust	staff time, intern, pro bono	PHG operating funds	nomination of sites to endangered lists	Sustaining Regional Identity
1.1.3g	Develop a network of contacts within Baltimore County and Howard County departments and at Patapsco Valley State Park (PVSP) (MD DNR) engaged in planning studies and management activities affecting heritage area resources; establish routine communications for purposes of staying informed on relevant activities.	•	•	•	■		Baltimore County Departments, Howard County Departments	staff time, intern, pro bono	PHG operating funds	regular communications with county staffs	Sustaining Regional Identity, Partnership Building
1.1.3h	Engage as an active stakeholder in planning efforts and special studies affecting heritage resources, when deemed appropriate.	•	•	•	■		Baltimore County Departments, Howard County Departments	staff time, intern, pro bono	PHG operating funds	participation as a stakeholder in planning studies and management activities	Sustaining Regional Identity, Partnership Building
1.2 Stewardship Management Actions – Historic Resource Stewardship											
1.2.2a	Identify emerging historic preservation initiatives and identify ways in which PHG could support ongoing activities and emerging initiatives; each year focus on collaboration with one identified partner.	•	•	•	■		Maryland Historical Trust, Howard County, Baltimore County, historic societies	staff time, intern, pro bono	PHG operating funds	identification of issues, annual collaboration with partner	Sustaining Regional Identity, Partnership Building
1.2.2b	Identify historic preservation issues and communicate key issues to heritage partners.	•	•	•	■		Maryland Historical Trust, Howard County, Baltimore County, historic societies	staff time, intern, pro bono	PHG operating funds	identification of issues, project collaboration with partners	Sustaining Regional Identity, Partnership Building

Table 9.2 Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
1.2.2c	Support community organizations and stakeholders endeavoring to initiate the process of local historic district designation.	•	•	•	■		Maryland Historical Trust, Howard County, Baltimore County, historic societies	staff time, intern, pro bono	PHG operating funds	participation in efforts to designate local historic districts	Sustaining Regional Identity, Partnership Building
1.2.2d	Support strengthening local historic preservation programs, laws, and regulations to incentivize stabilization, rehabilitation, restoration, or adaptive reuse of historic structures.	•	•	•	■		Howard County, Baltimore County	staff time, intern, pro bono	PHG operating funds	participation in efforts to enhance local historic preservation efforts	Sustaining Regional Identity, Partnership Building
1.2.2e	Collaborate with Patapsco Valley State Park (PVSP) (MD DNR) and the Friends of PVSP to identify historic resources within the park that are in need of treatment; work with MD DNR and the Friends of PVSP to develop treatment plans and to explore funding options. Include high priority projects for which PHG can provide support in annual work plans or in the five-year plan. (also see action 4.1.1a)			•	■		PVSP (MD DNR), Friends of PVSP	staff time, intern, pro bono	PHG operating funds	identification of historic resources in the park in need of treatment; inclusion of high priority projects in work plans	Sustaining Regional Identity, Partnership Building
1.2.3a	Provide contact information on the PHA website for technical assistance from state and local agencies and historic preservation organizations to address historic resource preservation issues and identifying preservation opportunities.	•	•	•	■		Maryland Historical Trust, Howard County, Baltimore County, historic societies	staff time, intern, pro bono	PHG operating funds	communication of info on website	Sustaining Regional Identity
1.2.3b	Encourage partners interested in undertaking historic resource preservation projects to attend training offered through the MHHA program.	•	•	•	■		Maryland Historical Trust, Howard County, Baltimore County, historic societies	staff time, intern, pro bono	PHG operating funds	communication of info on website	Sustaining Regional Identity
1.2.4a	Communicate availability of historic preservation grant opportunities.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	communication of info on website and via other media and events	Sustaining Regional Identity
1.2.4b	Continue to provide technical assistance and grant application instruction to grant seekers.		•	•	■		Maryland Historical Trust, Howard County, Baltimore County, historic societies	staff time, intern, pro bono	PHG operating funds	completion of grant applications	Sustaining Regional Identity
1.3 Stewardship Management Actions – Cultural Resource Stewardship											
1.3.1a	On the PHA website provide information on the heritage area's cultural resources.			•	■			staff time, intern, pro bono	PHG operating funds	communication of info on website	Sustaining Regional Identity

Table 9.2 Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category	
					PHG In-House	Collaboration						
1.3.1b	Determine potential support for preparing a full inventory of cultural resources that are important to sustaining the heritage area’s regional identity; explore funding options and complete the inventory when possible.				•	■	Maryland State Arts Council’s Traditions Program, Howard County Arts Council, Baltimore County Commission on Arts and Sciences	staff time, intern, pro bono	PHG operating funds	assessment of support, securing funding, completed inventory	Sustaining Regional Identity, Partnership Building	
1.3.2a	Incorporate procedures within the PHG communications plan regarding providing information on cultural resource sites, services, and events.				•	■		staff time, intern, pro bono	PHG operating funds			
1.3.3a	Provide contact information on the PHA website for technical assistance from state and local agencies and other organizations to address cultural resource preservation issues and identify preservation opportunities.				•	■	Maryland State Arts Council’s Traditions Program, Howard County Arts Council, Baltimore County Commission on Arts and Sciences, others	staff time, intern, pro bono	PHG operating funds	communication of info on website	Sustaining Regional Identity, Building Partnerships	
1.3.3b	Encourage partners interested in undertaking cultural resource preservation projects to attend training offered through the MHHA program.				•	•	■	Maryland State Arts Council’s Traditions Program, Howard County Arts Council, Baltimore County Commission on Arts and Sciences, others	staff time, intern, pro bono	PHG operating funds	communication of info on website	Sustaining Regional Identity, Building Partnerships
1.3.4a	Communicate availability of cultural resource preservation grant opportunities.				•	■	MD State Arts Council’s Traditions Program, Howard County Arts Council, Baltimore County Commission on Arts and Sciences	staff time, intern, pro bono	PHG operating funds	communication of info on website and via other media and events	Sustaining Regional Identity	
1.3.4b	Continue to provide technical assistance and grant application instruction to grant seekers.				•	■		staff time, intern, pro bono	PHG operating funds	completion of grant applications	Sustaining Regional Identity	
1.4 Stewardship Management Actions – Archeological Resource Stewardship												
1.4.2d	Collaborate with Patapsco Valley State Park (PVSP) (MD DNR) and the Friends of PVSP to identify archeological resources within the park that are in need of treatment and/or protection; work with MD DNR and the Friends to explore options for site research, treatment, and interpretation, and to explore funding options. Include high priority projects for which PHG can provide support in annual work plans or in the five-year plan. (also see action 4.1.1a)				•	■	PVSP (MD DNR), Friends of PVSP, Maryland Historical Trust, historical societies, archeological scholars	staff time, intern, pro bono	PHG operating funds, grant funding	identification of archeological resources in the park in need of treatment and/or protection, inclusion of high priority projects in work plans	Sustaining Regional Identity, Partnership Building	

Table 9.2 Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
1.4.4a	Provide contact information on the PHA website for technical assistance from state and local agencies and other organizations to address archeological resource conservation issues and identify conservation opportunities.				•	■	Maryland Historical Trust, Baltimore County, Howard County, historical societies, archeological scholars	staff time, intern, pro bono	PHG operating funds, grant funding	communication of info on website	Sustaining Regional Identity, Building Partnerships
1.4.4b	Encourage partners interested in undertaking archeological resource conservation projects to attend training offered through the MHHA program.				•	•	Maryland Historical Trust, Baltimore County, Howard County, historical societies, archeological scholars	staff time, intern, pro bono	PHG operating funds, grant funding	communication of info on website	Sustaining Regional Identity, Building Partnerships
1.4.5a	Communicate availability of archeological resource conservation grant opportunities.				•	■		staff time, intern, pro bono	PHG operating funds	communication of info on website and via other media and events	Sustaining Regional Identity
1.4.5b	Continue to provide technical assistance and grant application instruction to grant seekers.		•	•	•	■		staff time, intern, pro bono	PHG operating funds	completion of grant applications	Sustaining Regional Identity
1.5 Stewardship Management Actions – Natural Resource Stewardship											
1.5.1a	Stay abreast of ongoing research regarding the health and condition of the heritage area’s natural resources; update the digital library of natural resource studies pertinent to the heritage area.		•	•	•	■	Maryland Department of Planning, Maryland Department of Natural Resources, Baltimore County, Howard County, Center for Watershed Protection, other stakeholders	staff time, intern, pro bono	PHG operating funds	expansion of PHA digital library	Sustaining Regional Identity
1.5.2a	Identify emerging natural resource protection and conservation initiatives and identify ways in which PHG could support ongoing activities and emerging initiatives. Each year focus on collaboration with one identified partner.				•	•	MD DNR, Baltimore County, Howard County, other stakeholders	staff time, intern, pro bono	PHG operating funds	identification of issues, annual collaboration with partner	Sustaining Regional Identity, Partnership Building
1.5.2b	Identify natural resource issues and communicate key issues to partners and stakeholders.				•	•	MD DNR, Baltimore County, Howard County, other stakeholders	staff time, intern, pro bono	PHG operating funds	identification of issues, project collaboration with partners	Sustaining Regional Identity, Partnership Building
1.5.2c	Continue to participate in ongoing watershed planning efforts.		•	•	•	■	Baltimore County Department of Environmental Protection and Sustainability,	staff time, intern, pro bono	PHG operating funds	participation in completed watershed plans	Sustaining Regional Identity, Partnership Building

Table 9.2 Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
							Howard County Office of Environmental Sustainability				
1.5.2d	Advocate for additional watershed planning, monitoring, and funding for watershed improvement.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	actions taken to support funding for watershed improvement	Sustaining Regional Identity
1.5.2e	Continue to administer programs to educate residents and visitors regarding water quality issues in the Patapsco River, such as supervision of fieldwork by volunteers to perform stream watches, complete stream cleanups, perform storm drain stenciling, and complete other related water quality management tasks.	•	•	•	■		MD DNR, Baltimore County, Howard County, Center for Watershed Protection, other stakeholders	staff time, program costs (variable – TBD)	PHG operating funds, grant funding (such as Columbia Foundation, Keep Maryland Beautiful, REI)	completion of events, such as stream watches, stream cleanups, storm drain stenciling, completion of other program elements	Sustaining Regional Identity
1.5.2f	Continue to host periodic events to educate residents and visitors regarding forest management issues, such as supervision of tree plantings and tree maintenance by volunteers at selected sites within the heritage area.	•	•	•	■		MD DNR, Baltimore County, Howard County, Center for Watershed Protection, other stakeholders	staff time, program costs (variable – TBD)	PHG operating funds, grant funding (such as Columbia Foundation, Keep Maryland Beautiful, REI)	completion of events, such as tree plantings and tree maintenance, completion of other program elements	Sustaining Regional Identity
1.5.2g	Continue to host periodic events to educate residents and visitors regarding invasive species issues, such as supervision of fieldwork by volunteers to remove selected invasive species from sites within the heritage area.	•	•	•	■		MD DNR, Baltimore County, Howard County, Center for Watershed Protection, other stakeholders	staff time, program costs (variable – TBD)	PHG operating funds, grant funding (such as Columbia Foundation, Keep Maryland Beautiful, REI)	completion of events, such as invasive species removal, completion of other program elements	Sustaining Regional Identity
1.5.2h	Continue to provide a variety of learning programs focused on natural resource conservation issues in the heritage area.	•	•	•	■		MD DNR, Baltimore County, Howard County, Howard County Public School System, Baltimore County Public Schools, other educational institutions, other stakeholders	staff time, program costs (variable – TBD)	PHG operating funds, grant funding (such as Columbia Foundation, Keep Maryland Beautiful, REI)	implementation of learning program elements	Sustaining Regional Identity
1.5.2i	Collaborate with Patapsco Valley State Park (PVSP) (MD DNR) and the Friends of PVSP to identify natural resource management issues in the park and to explore options for addressing those issues; work with MD DNR and the Friends of PVSP to develop management strategies to			•	■		PVSP (MD DNR), Friends of PVSP	staff time, intern, pro bono	PHG operating funds	identification of natural resource management issues in the park, identification of options to	Sustaining Regional Identity

Table 9.2 Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House <input type="checkbox"/>	Collaboration <input type="checkbox"/>					
	address issues and to explore funding options. Include high priority projects in annual work plans or in the five-year plan. (also see action 4.1.1a)									address natural resource management issues, inclusion of high priority projects in work plans	
1.5.2k	Support efforts to permanently protect lands identified as of conservation interest in existing plans; explore funding options; work with partners to acquire conservation easements or lands in fee; devise long-term ownership/stewardship strategies for protected lands; where possible seek to permit public access to protected lands. (also see action 4.4.1e)		•	•		<input checked="" type="checkbox"/>	Baltimore County, Howard County, Howard County Conservancy, Rockburn Land Trust, NeighborSpace, PVSP (MD DNR)	staff time, intern, pro bono	PHG operating funds	permanent protection of lands of conservation interest	Sustaining Regional Identity
1.5.2l	Respond to Partners for Open Space (POS) Action Alerts by forwarding information to individuals and organizations on the PHG mailing list.		•	•		<input checked="" type="checkbox"/>		staff time, intern, pro bono	PHG operating funds	forwarding of information in response to POS Action Alerts	Sustaining Regional Identity
1.5.2m	Attend POS seminars and training opportunities (extend invitations to PHG members).	•	•	•		<input checked="" type="checkbox"/>		staff time, intern, pro bono	PHG operating funds	participation in POS events	Sustaining Regional Identity
1.5.2n	Stay informed and report back to POS regarding Baltimore County, Howard County, and Maryland Department of Natural Resources initiatives of potential interest to POS.		•	•		<input checked="" type="checkbox"/>		staff time, intern, pro bono	PHG operating funds	reporting to POS	Sustaining Regional Identity
1.5.3a	Provide contact information on the PHA website for technical assistance from state and local agencies and conservation organizations to address natural resource stewardship issues and identify stewardship opportunities.		•	•		<input checked="" type="checkbox"/>		staff time, intern, pro bono	PHG operating funds	communication of info on website	Sustaining Regional Identity, Building Partnerships
1.5.3b	Encourage partners interested in undertaking natural resource conservation projects to attend training offered through the MHHA program.	•	•	•		<input checked="" type="checkbox"/>		staff time, intern, pro bono	PHG operating funds	communication of info on website	Sustaining Regional Identity, Building Partnerships
1.5.4a	Communicate availability of natural resource conservation grant opportunities.	•	•	•		<input checked="" type="checkbox"/>		staff time, intern, pro bono	PHG operating funds	communication of info on website and via other media and events	Sustaining Regional Identity
1.5.4b	Continue to provide technical	•	•	•		<input checked="" type="checkbox"/>		staff time,	PHG operating	submission of	Sustaining

Table 9.2 PatapSCO Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
	assistance and grant application instruction to grant seekers.							intern, pro bono	funds	grant applications	Regional Identity
2.1 Interpretation Management Actions – Interpretive Planning											
2.1.1a	Develop and implement a PHA comprehensive interpretive plan (CIP) that provides a 5- to 10-year vision for the heritage area’s interpretive and educational program.			•	■		contractor, PVHP, Friends, of PVSP, Howard and Baltimore County Departments of Recreation and Parks, historical societies, heritage partners, stakeholders	CIP development (\$25,000)	MHAA grant	completion and implementation of CIP	Sustaining Regional Identity, Heritage Product Development
2.1.2a	Develop and implement an annual implementation plan (AIP), charting short-range actions which will achieve the long-range vision for the heritage area’s interpretive and education program.			•	■			staff time, intern, pro bono	PHG operating funds, grant funding	implementation of AIP elements	Sustaining Regional Identity, Heritage Product Development
2.1.3a	Identify and assemble plans, documents, and inventories needed to support interpretive planning.			•	•	■		staff time, intern, pro bono	PHG operating funds	expansion of PHA digital library	Sustaining Regional Identity, Heritage Product Development
2.2 Interpretation Management Actions – Presentation of the Valley’s Stories											
2.2.1a	Meet with heritage partners and stakeholders to present the PHA comprehensive interpretive plan; make digital and hard copies of the plan available to partners.			•	■		heritage partners, stakeholders	staff time, intern, pro bono	PHG operating funds	communication of information at meetings	Sustaining Regional Identity, Heritage Product Development
2.2.1b	Develop and distribute a poster that summarizes and illustrates the heritage area’s interpretive framework.	•	•	•	■		contractor, Enjoy Baltimore County, Visit Howard County	\$7,500	grant funding, pro bono	completion and distribution of poster	Heritage Product Development
2.2.1d	Identify heritage partners interested in developing (or updating) an interpretive plan; work with those identified to secure funding for plan development.			•	■		heritage partners	staff time, intern, pro bono	PHG operating funds	communication of information, assistance with securing funding for interpretive planning	Heritage Product Development, Sustaining Regional Identity
2.2.1e	Encourage grant applications from heritage partners requesting support for interpretive media, programs, events, and research that are consistent with the heritage area’s interpretive framework.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	communication of information, submission of grant applications consistent with interpretive	Heritage Product Development, Sustaining Regional Identity

Table 9.2 Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
framework											
2.2.2a	Encourage grant applications from heritage partners requesting support for joint interpretive programs and events that are consistent with the heritage area’s interpretive framework.			•	■			staff time, intern, pro bono	PHG operating funds	communication of information, submission of joint program grant applications	Heritage Product Development, Sustaining Regional Identity
2.2.2b	Working with heritage partners, develop visitor experience passes with incentives for visitors to go to multiple heritage area sites.			•	■	Visit Howard County, Enjoy Howard County		staff time, intern, pro bono	PHG operating funds	implementation of pass program	Heritage Product Development, Sustaining Regional Identity
2.2.3a	Orient heritage partners regarding the MHAA’s technical assistance program.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	communication of information	Heritage Product Development
2.2.3b	Encourage heritage partners to subscribe to PHA digital communications and to connect with the heritage area via social media to receive information on PHA-affiliated grant opportunities.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	increased subscription to digital communication and social media outlets	Partnership Building
2.2.4a	Communicate to partners that PHA will consider interpretive planning and programming grants that are consistent with the heritage area interpretive framework as more competitive when ranking grant applications for submission to MHAA.	•	•		■			staff time, intern, pro bono	PHG operating funds	communication of information, submission of grant applications consistent with interpretive framework	Heritage Product Development, Organizational
2.3 Interpretation Management Actions – Interpretive Messaging											
2.3.1a	On the PHA website, present a comprehensive overview of the heritage area’s purpose, historic significance, and thematic framework for interpretation.	•	•	•	■	contractory		staff time, website development (\$15,000)	PHG operating funds, MHAA grant	communication on website	Heritage Product Development, Sustaining Regional Identity
2.3.1b	On the PHA website, orient visitors to the heritage area by providing pre-visit information on interpretive sites to visitors and residents wishing to explore the heritage area.			•	■	contractor, Enjoy Baltimore County, Visit Howard County		staff time, website development (\$15,000)	PHG operating funds, MHAA grant	communication on website	Heritage Product Development, Sustaining Regional Identity
2.3.2a	Develop and distribute a new map and guide that helps residents and visitors understand the heritage area’s significance and major stories, and orients people to available heritage experiences.	•	•	•	■	contractor (UMBC) , Enjoy Baltimore County, Visit Howard County		staff time, unpaid internship, printing (\$5,000)	PHG operating funds, student internship, MHAA grant	distribution of map/guide	Heritage Product Development, Sustaining Regional Identity
2.4 Interpretation Management Actions – Programs and Events											

Table 9.2 Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
2.4.2b	Identify local festivals and events that could easily tie to the heritage area’s interpretive framework; work with identified festival organizers to use the PHA interpretive themes in their marketing information and in their programming.	•	•	•	■		Enjoy Baltimore County, Visit Howard County, Historic Ellicott City, Ellicott City Historic District Partnership, heritage partners	staff time, intern, pro bono	PHG operating funds	identification of appropriate events, use of PHA interpretive themes in event marketing materials	Sustaining Regional Identity
2.4.2c	Support public festivals and events in heritage communities.	•	•	•	■		Enjoy Baltimore County, Visit Howard County, Historic Ellicott City, Ellicott City Historic District Partnership, heritage partners	staff time, intern, pro bono	PHG operating funds	festivals and events supported by PHG	Sustaining Regional Identity
2.4.2d	Identify which publicly-owned heritage resource sites are visitor-ready.		•	•	■		Enjoy Baltimore County, Visit Howard County, Historic Ellicott City, Ellicott City Historic District Partnership, heritage partners	staff time, intern, pro bono	PHG operating funds	identification of heritage resource sites that are visitor-ready	Heritage Product Development
2.4.2e	Encourage groups to hold programs and events at visitor-ready sites.			•	■		Enjoy Baltimore County, Visit Howard County, Historic Ellicott City, Ellicott City Historic District Partnership, heritage partners, historical societies	staff time, intern, pro bono	PHG operating funds	hosting of events at visitor-ready sites	Heritage Product Development
2.4.3i	Collaborate with Maryland’s Historic National Road to explore opportunities to support (e.g., interpretation, marketing, and communications) for the section of the National Road within the heritage area; implement projects.	•	•		■		MD SHA, MD DOT, MD National Road, heritage partners, stakeholders	staff time, intern, pro bono	PHG operating funds	implementation of enhanced interpretive programming along National Road	Heritage Product Development, Sustaining Regional Identity
2.4.3j	Explore opportunities for collaborating with the NPS Chesapeake Bay Office and its trail partners in the development of the Captain John Smith Chesapeake National Historic Trail along or near the Patapsco River in the Elkridge area; implement projects.	•	•		■		NPS Chesapeake Bay Office, Chesapeake Conservancy, Baltimore National Heritage Area	staff time, intern, pro bono	PHG operating funds	implementation of enhanced interpretive programming along the Captain John Smith Chesapeake National Historic Trail	Heritage Product Development, Sustaining Regional Identity

2.5 Interpretation Management Actions – Education

Table 9.2 Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
2.5.1a	Continue to sponsor periodic history lectures for the general public.	•	•	•	■			staff time, speaker honoraria (\$3,000)	PHG operating funds	continuation of history lectures	Heritage Product Development
2.5.1b	Identify ways to meet educational goals through programs based within the PHA; explore funding options; implement programs.		•	•		■	Howard County Public School System, Baltimore County Public Schools, heritage partners	staff time, intern, pro bono	PHG operating funds	report on goals and ways to use heritage area sites	Heritage Product Development, Sustaining Regional Identity
2.5.1c	Explore development of a bus fund for public school students to provide transportation to heritage area sites where educational programs are offered by heritage partners.			•		■	Howard County Public School System, Baltimore County Public Schools, Howard County Conservancy, heritage partners, stakeholders	staff time, transportation (TBD)	PHG operating funds, MHAA grant, private sponsor	use of buses to bring students to events and partner sites	Heritage Product Development, Sustaining Regional Identity

2.6 Interpretation Management Actions – Research

2.6.1a	Identify research needed to further document the heritage area’s history; explore funding; provide grants for needed research.		•	•	■		historical societies, Hal Sharp	staff time, intern, pro bono, research (TBD)	grant funding	publication of research findings	Heritage Product Development, Sustaining Regional Identity
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3.1 Heritage Tourism Management Actions – Visibility and Audiences

3.1.1a	Create and implement a PHA identity and branding plan, applying recommendations to all program materials, website, marketing materials and published materials.	•	•	•	■		contractor, Visit Howard County, Enjoy Baltimore County	identity and branding plan (\$15,000), printing marketing materials (\$10,000)	grant funding	implementation of identity and branding plan	Organizational
3.1.1b	Develop guidelines for use of the heritage area identity and branding by heritage partners, including logo, tagline, and other branding elements; distribute the logo, tagline and branding elements to heritage partners with incentives for their participation.	•	•	•	■			staff time, printing (minimal cost)	PHG operating funds	development and distribution of guidelines	Partnership Building
3.1.2a	Complete and implement an annual communications plan that addresses the following: - upcoming communications opportunities			•	■		contractor	initial annual plan (\$15,000), subsequent annual plans	grant funding	implementation of annual communications plan	Organizational

Table 9.2 PatapSCO Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
	<ul style="list-style-type: none"> - audiences - messages and desired outcomes for each audience - activities (priorities, timing considerations, resources needed for the website, social media and evolving digital technologies, print media, promotions, events, annual report, and materials to support the heritage area’s development plan) - media outreach (reaching audiences through media releases, editorial board meetings, familiarization tours, press conferences, invitations to events, special previews, etc.) 							(\$5,000 each)			
3.1.2b	Encourage partners to submit their events and programs to PHG and destination marketing organizations.	•	•	•	■		heritage partners, Enjoy Baltimore County, Visit Howard County, Ellicott City Historic District Partnership	staff time, intern, pro bono	PHG operating funds	provision of more information from heritage area partners to destination marketing organizations	Heritage Product Development, Organizational
3.1.2c	Work with Visit Howard County and Enjoy Baltimore County to draw the events and programs within the heritage area into a heritage area calendar of events hosted on the heritage area’s website.	•	•	•	■		Enjoy Baltimore County, Visit Howard County	staff time, intern, pro bono	PHG operating funds	creation of a heritage area calendar hosted on PHA website	Heritage Product Development, Sustaining Regional Identity, Organizational
3.1.3a	Create a new website dedicated exclusively to the heritage area, incorporating PHA’s identity and branding messages.		•	•	■		contractor	website development (\$15,000)	PHG operating funds, MHAA grant	creation of a new PHA website	Heritage Product Development, Sustaining Regional Identity
3.1.3b	Include on the heritage area website a section that provides a general thematic overview, visitor itineraries, links to the Visit Howard County and Enjoy Baltimore County websites, and a link to the Maryland Office of Tourism Development website.			•	■		contractor	website development (\$15,000)	PHG operating funds, MHAA grant	creation of a new PHA website	Heritage Product Development, Sustaining Regional Identity
3.1.3d	Include the heritage area calendar of events (see action 3.1.2c) on the heritage area website.		•	•	■		contractor, Enjoy Baltimore County, Visit Howard County	website development (\$15,000)	PHG operating funds, MHAA grant	creation of a new PHA website	Heritage Product Development, Sustaining

Table 9.2 Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
											Regional Identity
3.1.3e	Encourage heritage partners to communicate availability of information on the PHA website through links on partner websites and in other partner digital media.	•	•	•	■		heritage area partners	staff time, intern, pro bono	PHG operating funds	dissemination of information, increase in website visitation	Heritage Product Development, Sustaining Regional Identity
3.1.3f	Improve visibility of the heritage area through search engine optimization.		•	•	■			staff time, intern, pro bono	PHG operating funds	increased PHA visibility on the internet	Organizational
3.1.3j	Encourage heritage partners to include a link to the heritage area’s website on their website.			•	■		heritage area partners	staff time, intern, pro bono	PHG operating funds	addition of links to PHA website on heritage partner websites	Partnership Building, Organizational
3.1.3k	Encourage tourism-related businesses to include a link to the heritage area website on their website.	•	•	•	■		tourism-related businesses	staff time, intern, pro bono	PHG operating funds	addition of links to PHA website on tourism-business websites	Partnership Building, Organizational
3.1.4b	Work with heritage partners, Patapsco Valley State Park (PVSP) (MD DNR), Visit Howard County, Enjoy Baltimore County, and heritage partners to develop a baseline of attendance at key heritage area sites and attractions.		•	•	■		PVSP, Enjoy Baltimore County, Visit Baltimore, heritage partners	staff time, intern, pro bono	PHG operating funds	documentation of baseline attendance at heritage area partner sites	Partnership Building
3.1.4c	Require and/or incentivize heritage partners to track attendance and visitation and to identify whether visitors made their travel decisions based upon the heritage area.			•	■		PVSP, Enjoy Baltimore County, Visit Baltimore, heritage partners	staff time, intern, pro bono	PHG operating funds	ongoing compilation of attendance at heritage area partner sites	Partnership Building
3.1.5c	Collaborate with Visit Howard County and Enjoy Baltimore County during development of their annual marketing plans to ensure that plans submitted for funding to the Maryland Office of Tourism Development address how the heritage area will be marketed.	•	•	•	■		Visit Howard County, Enjoy Baltimore County	staff time, intern, pro bono	PHG operating funds	increase in funding to heritage partners	Heritage Tourism Product Development, Partnership Building
3.1.6b	Encourage local foundations and corporations to provide support and investment in the Patapsco Valley’s heritage tourism product.		•	•	■		all local and regional foundations and corporations	staff time, intern, pro bono	PHG operating funds	increase in funding to heritage partners	Partnership Building
3.2 Heritage Tourism Management Actions – Orientation and Wayfinding											
3.2.1a	Continue to collaborate with Visit Howard County to have the Howard County Welcome Center serve as	•	•	•	■		Enjoy Howard County	staff time, intern, pro bono	PHG operating funds	continuation of Howard County	Partnership Building, Sustaining

Table 9.2 Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
	the primary visitor orientation center for the heritage area.									Welcome Center as primary PHA orientation center	Regional Identity
3.1.2c	Provide the Howard County Welcome Center and other existing visitor centers at heritage area partner sites with appropriate heritage area interpretive materials and guides for distribution to the public.		•	•	■		Enjoy Howard County, Benjamin Banneker Historical Park and Museum, PVSP visitor centers, other visitor centers	printed materials (\$5,000 annually)	PHG operating funds	information provided for distribution to visitors	Partnership Building, Sustaining Regional Identity
3.3 Heritage Tourism Management Actions – Heritage Communities											
3.3.1d	Support economic revitalization strategies and infrastructure improvements within heritage communities that strengthen downtown centers, stabilize neighborhoods, enhance streetscape and community character, enhance natural resources, and provide recreation opportunities.	•	•	•	■		Enjoy Baltimore County, Visit Howard County, heritage communities	staff time, intern, pro bono	PHG operating funds	implementation of economic revitalization strategies and infrastructure improvements in heritage communities	Partnership Building
3.3.1e	Support Main Street designation for the heritage area’s historic communities.	•	•	•	■		Howard County, Baltimore County, Ellicott City Historic District Partnership	staff time, intern, pro bono	PHG operating funds	designation of Main Street programs in PHA’s historic communities	Sustaining Regional Identity, Partnership Building
3.3.4a	Communicate to heritage partners that PHG will consider projects that make heritage attractions, heritage interpretive sites, and heritage communities more visitor-ready and visitor-friendly as more competitive when ranking those applications for submission to MHAA.	•	•	•	■		heritage partners	staff time, intern, pro bono	PHG operating funds	completion of grant applications	Partnership Building
4.1 Heritage Recreation – Public Parks											
4.1.1a	Support efforts by Patapsco Valley State Park (PVSP) (MD DNR) and the Friends of PVSP to pursue funding for a new management plan for the park; participate as an active stakeholder in plan development; support implementation of plan recommendations.	•	•		■		PVSP, Friends of PVSP, Friends of the Maryland State Parks	staff time, intern, pro bono	PHG operating funds	receipt of funding for PVSP mgnt plan, completion of plan, acquisition of funding for recommended actions, implementation of	Heritage Tourism Development, Sustaining Regional Identity, Partnership Building

Table 9.2 Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
recommended actions											
4.1.1b	Support efforts to complete improvements at county parks.	•	•	•	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Baltimore and Howard County Departments of Recreation and Parks	staff time, intern, pro bono	PHG operating funds	completion of improvements at county parks	Heritage Tourism Development, Sustaining Regional Identity, Partnership Building
4.1.1c	Support efforts to fund acquisition of properties for addition to Patapsco Valley State Park; focus on properties whose protection will preserve heritage resources, conserve natural resources, and provide linkages from existing trails to heritage communities and county parks; assist with transactions.	•	•	•	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PVSP (MD DNR), Friends of PVSP, Howard County Conservancy, Rockburn Land Trust, NeighborSpace	staff time, intern, pro bono	PHG operating funds	addition of lands to PVSP	Heritage Tourism Development, Sustaining Regional Identity, Partnership Building
4.1.1d	Explore opportunities for creating riverfront parks within the heritage area; support efforts to fund, plan, and develop riverfront parks at identified locations.	•	•	•	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Baltimore County, Howard County, PVSP (MD DNR)	staff time, intern, pro bono	PHG operating funds	identification of opportunities for riverfront parks, acquisition of funding for new park development, planning and development of new parks	Heritage Tourism Development, Sustaining Regional Identity, Partnership Building
4.1.1e	Support efforts to permanently protect lands of conservation interest; explore funding options; work with partners to acquire conservation easements or lands in fee; devise long-term ownership/stewardship strategies for protected lands; where possible seek to permit public access to protected lands. (also see action 1.5.2k)	•	•	•	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Baltimore County, Howard County, Howard County Conservancy, Rockburn Land Trust, NeighborSpace, PVSP (MD DNR)	staff time, intern, pro bono	PHG operating funds	permanent protection of lands of conservation interest	Sustaining Regional Identity
4.2 Heritage Recreation Management Actions – Trails											
4.2.1a	Collaborate with heritage partners to develop a trail link from Oella to Ellicott City.			•	<input checked="" type="checkbox"/>	<input type="checkbox"/>		staff time, intern, pro bono	PHG operating funds, grant funding	development of trail link	Heritage Tourism Development, Partnership Building
4.2.1b	Collaborate with heritage partners to develop a trail link from Frederick			•	<input checked="" type="checkbox"/>	<input type="checkbox"/>		staff time, intern, pro	PHG operating funds, grant	development of trail link	Heritage Tourism

Table 9.2 Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
	Road (MD 144) to Ilchester.							bono	funding		Development, Partnership Building
4.2.1c	Collaborate with heritage partners to develop a trail link to Ellicott City via the trestle bridge.			•		■		staff time, intern, pro bono	PHG operating funds, grant funding	development of trail link	Heritage Tourism Development, Partnership Building
4.2.1d	Collaborate with heritage partners to develop a sidewalk on Oella Avenue, linking Banneker Park to the No. 9 Trolley Trail.			•		■		staff time, intern, pro bono	PHG operating funds, grant funding	development of sidewalk	Heritage Tourism Development, Partnership Building
4.2.1e	Collaborate with Patapsco Valley State Park (PVSP) (MD DNR) to develop a loop trail.			•		■		staff time, intern, pro bono	PHG operating funds, grant funding	development of loop trail	Heritage Tourism Development, Partnership Building
4.2.1f	Collaborate with Catonsville Rails to Trails to further develop hiking/biking trail enhancements in the greater Catonsville area.	•	•	•		■		staff time, intern, pro bono	PHG operating funds	development of hiking/biking enhancements	Heritage Tourism Development, Partnership Building
4.2.1g	Collaborate with the Howard County Department of Recreation and Parks, Patapsco Valley State Park (PVSP) (MD DNR), and Friends of PVSP to examine options for providing trail and biking links to Patapsco Valley State Park; explore options for funding projects; include high priority projects in annual work plans or in the five-year plan.		•	•		■		staff time, intern, pro bono	PHG operating funds	development of trail and biking links to PVSP	Heritage Tourism Development, Partnership Building
4.2.1j	Inventory trailhead parking facilities on all trails; assess parking issues; establish priorities for addressing issues; and explore funding options to address issues; include high priority projects for which PHG can provide support in annual work plans or in the five-year plan.		•	•		■		staff time, intern, pro bono, trailhead parking inventory (\$7,500)	PHG operating funds, grant funding	inventory of trailhead parking and related issues, acquisition of funding for priority projects, design and construction of priority projects	Heritage Tourism Development, Partnership Building

5.1 Board of Directors

Table 9.2 Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House <input type="checkbox"/>	Collaboration <input type="checkbox"/>					
5.1.1a	Maintain a board of directors at or near the desired number of members needed to conduct the affairs of the PHG and to carry out the board’s legal and financial responsibilities. Bring in individuals with diverse skills, backgrounds, and experiences who are committed to board service. Include at least one resource conservation representative.	•	•	•	<input checked="" type="checkbox"/>	<input type="checkbox"/>		staff time, intern, pro bono	PHG operating funds	committed PHG board members	Organizational
5.1.1b	Expand board governing documents to include policies and procedures regarding board operations and accountability.	•	•	•	<input checked="" type="checkbox"/>	<input type="checkbox"/>		staff time, intern, pro bono	PHG operating funds	expanded PHG board governing documents	Organizational
5.1.1c	Develop and maintain a board manual that provides board members with clear expectations for their service, informs members about the board’s legal and fiduciary responsibilities, describes board operating procedures, and provides important board policies.	•	•	•	<input checked="" type="checkbox"/>	<input type="checkbox"/>		staff time, intern, pro bono	PHG operating funds	PHG board manual	Organizational
5.1.1d	Delegate decision-making authority by establishing committees of the board with clearly defined roles and responsibilities for reporting to the board or staff. Update PHG bylaws to reflect revised committee structure and functions, as needed.	•	•	•	<input checked="" type="checkbox"/>	<input type="checkbox"/>		staff time, intern, pro bono	PHG operating funds	PHG board committees; updated PHG bylaws	Organizational
5.1.1e	Establish policy describing lines of authority, communications, and responsibility between the board and staff, and delegating supervisory authority over all staff to an executive director; revise PHG bylaws, as needed.	•	•	•	<input checked="" type="checkbox"/>	<input type="checkbox"/>		staff time, intern, pro bono	PHG operating funds	PHG policy documents	Organizational
5.1.1f	Conduct board orientation meetings at a minimum of every three years.	•			<input checked="" type="checkbox"/>	<input type="checkbox"/>		staff time, intern, pro bono	PHG operating funds	PHG board orientation meetings	Organizational
5.1.2a	Establish guidelines for composition and function of the heritage advisory committee; modify PHG bylaws, as needed; establish the committee and commence its operations.	•	•	•	<input checked="" type="checkbox"/>	<input type="checkbox"/>		staff time, intern, pro bono	PHG operating funds	PHG board composition guidelines	Organizational
5.1.3a	As part of annual work plan development (see action 5.6.1b) complete annual reviews of PHG’s programs and activities to assess staffing and consultant needs.	•	•	•	<input checked="" type="checkbox"/>	<input type="checkbox"/>		staff time, intern, pro bono	PHG operating funds	annual reviews of PHG’s programs and activities	Organizational

Table 9.2 PatapSCO Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House <input type="checkbox"/>	Collaboration <input type="checkbox"/>					
	Accompany these reviews with annual plans for funding needed to support staff and consultants.										
5.1.3b	Secure funding to support up to 1.5 staff, including an executive director and administrative assistant to support programs and activities.	•	•	•	<input checked="" type="checkbox"/>	<input type="checkbox"/>		staff time, intern, pro bono	PHG operating funds	funding to support PHG staff	Organizational
5.1.3c	Continue to use contractors to meet PHG’s need for legal counsel and accounting services.	•	•	•	<input checked="" type="checkbox"/>	<input type="checkbox"/>		staff time, intern, pro bono, contractors	PHG operating funds	use of contractors for legal and accounting services	Organizational
5.1.3d	Engage additional contractors, as needed, to provide professional services as needed for routine operations and for special projects.	•	•	•	<input checked="" type="checkbox"/>	<input type="checkbox"/>		staff time, intern, pro bono, contractors	PHG operating funds	use of contractors for other purposes	Organizational
5.1.3e	Complete and maintain current written job descriptions for all staff.	•	•	•	<input checked="" type="checkbox"/>	<input type="checkbox"/>		staff time, intern, pro bono	PHG operating funds	PHG job descriptions	Organizational
5.1.3f	Develop an employee manual including written personnel policies with appropriate accompanying procedures or guidelines that conform to federal and state law.	•	•	•	<input checked="" type="checkbox"/>	<input type="checkbox"/>		staff time, intern, pro bono	PHG operating funds	PHG employee manual	Organizational
5.1.3g	Develop and implement procedures for selecting contractors and securing contracts.	•	•	•	<input checked="" type="checkbox"/>	<input type="checkbox"/>		staff time, intern, pro bono	PHG operating funds	contractor selection procedures	Organizational
5.1.3h	Develop a volunteer program that includes volunteer guidelines, volunteer contracts, incentives, and recognition programs.	•	•	•	<input checked="" type="checkbox"/>	<input type="checkbox"/>		staff time, intern, pro bono	PHG operating funds	implementation of volunteer program	Organizational
5.1.3i	Collaborate with local colleges and universities to use interns and class studios to assist PHG with achieving its goals and objectives.	•	•	•	<input type="checkbox"/>	<input checked="" type="checkbox"/>		staff time, intern, pro bono, colleges and universities	PHG operating funds	use of interns to support PHG programs	Organizational
5.1.4a	Assemble PHG policies and procedures into an organizational manual that guides activities of the board and staff.	•	•	•	<input checked="" type="checkbox"/>	<input type="checkbox"/>		staff time, intern, pro bono	PHG operating funds	PHG organizational manual	Organizational
5.2 Financial and Asset Management											
5.2.1a	Prepare an annual budget that is reviewed and approved by the board.	•	•	•	<input checked="" type="checkbox"/>	<input type="checkbox"/>		staff time, intern, pro bono	PHG operating funds	annual PHG budgets	Organizational
5.2.2a	Keep clear, complete, and accurate financial records with supporting documentation, including cash receipts journal, cash disbursements journal, payroll	•	•	•	<input checked="" type="checkbox"/>	<input type="checkbox"/>		staff time, intern, pro bono	PHG operating funds	PHG financial records	Organizational

Table 9.2 Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House <input type="checkbox"/>	Collaboration <input type="checkbox"/>					
	records, and general journal.										
5.2.2b	Prepare quarterly financial reports and statements for board review on a regular (at least quarterly) basis and a final report at year end.	•	•	•		<input type="checkbox"/>		staff time, intern, pro bono, contractor	PHG operating funds	PHG quarterly reports	Organizational
5.2.3a	Have annual audits of PHG’s financial reports prepared by a certified public accountant (CPA) and reviewed by an audit committee (a committee of the board).	•	•	•		<input type="checkbox"/>		staff time, intern, pro bono, contractor	PHG operating funds	PHG annual audits	Organizational
5.2.4a	Formalize PHG’s system of fiscal controls regarding budget monitoring and budget amendment, handling of cash receipts, cash disbursements, and physical controls and security measures.	•	•	•		<input checked="" type="checkbox"/>		staff time, intern, pro bono	PHG operating funds	formalize system of fiscal controls	Organizational
5.2.5a	Formalize PHG’s policies for short-term investments, long-term investment of permanent funds, and the uses of dedicated funds.	•	•	•		<input checked="" type="checkbox"/>		staff time, intern, pro bono	PHG operating funds	formalized investment policies	Organizational
5.3 Funding											
5.3.1a	Establish a development committee of the board responsible for overseeing preparation and implementation of a development plan.	•	•	•		<input checked="" type="checkbox"/>		staff time, intern, pro bono	PHG operating funds	formation of PHG development committee	Organizational
5.3.1b	Prepare for development planning by assessing internal factors that affect PHG’s readiness for development, assessing external factors that affect PHG’s approach to development, and defining the prospective donor pool.	•	•	•		<input checked="" type="checkbox"/>		staff time, intern, pro bono	PHG operating funds	preparation for development planning	Organizational
5.3.1c	Prepare a long-term (5-year) development plan with accompanying annual work plans with the goal of integrating development into all aspects of programs and operations.	•	•	•		<input checked="" type="checkbox"/>		staff time, intern, pro bono	PHG operating funds	development plan	Organizational
5.3.1d	Update the long-range development plan on a regular basis to maintain a time horizon beyond the annual work plan of at least three years.	•	•	•		<input checked="" type="checkbox"/>		staff time, intern, pro bono	PHG operating funds	annual work plan consistent with development plan	Organizational
5.3.1e	Establish restricted special funds to support critical elements of the development program.	•	•	•		<input checked="" type="checkbox"/>		staff time, intern, pro bono	PHG operating funds	establishment of restricted funds	Organizational
5.3.1f	Include staff time to coordinate and	•	•	•		<input checked="" type="checkbox"/>		staff time	PHG operating	allocation of	Organizational

Table 9.2 Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
	implement development activities in PHG’s annual work plans.								funds	staff time to support development	tional
5.3.1g	Provide training to staff and volunteers in all development skills.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	staff training in development	Organizational
5.3.2a	Submit annual management grant funding applications to MHAA, including PHG’s 5-year action plan and annual work plan.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	annual management grant applications to MHAA	Organizational
5.3.3a	Identify projects potentially eligible for MHAA marketing grants and non-capital project grants, and programming project grants; submit one or more competitive applications for identified projects during each grant funding cycle.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	identification of marketing projects eligible for MHAA grants; applications for identified grants	Organizational
5.3.3b	Identify heritage area projects that have the potential to qualify as capital projects that target investment; collaborate with partners to develop conceptual master plans, management strategies, and funding plans for identified projects; submit applications to MHAA for capital grants for identified projects.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	identification of capital projects eligible for MHAA grants; applications for identified grants	Organizational
5.3.3c	Implement actions to encourage heritage partners to submit competitive grant applications for MHAA project grants during each grant funding cycle.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	grant applications submitted by partners	Organizational
5.3.4a	Continuously research grant opportunities available through government, private foundation, and corporate grant programs.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	research on grant opportunities	Organizational
5.3.4b	Identify staff grant writing training needs and seek training, as appropriate.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	staff training in grant writing	Organizational
5.3.4c	Identify and prepare a set of standard deliverables needed to support grant applications.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	standard deliverables for grant applications	Organizational
5.3.4d	Set and meet annual targets for grant applications to the Maryland Heritage Areas Authority (in addition to routine annual grants).	•	•	•	■			staff time, intern, pro bono	PHG operating funds	progress toward meeting annual MHAA grant application	Organizational

Table 9.2 Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
										targets	
5.3.4e	Set and meet annual targets for grant applications through government, private foundation, and corporate grant programs.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	progress toward meeting annual non-MHAA grant application targets	Organizational
5.3.5a	Explore opportunities for earned income.		•	•	■			staff time, intern, pro bono	PHG operating funds	earned income opportunities	Organizational
5.3.5b	Include a focus on earned income when creating the development plan.		•	•	■			staff time, intern, pro bono	PHG operating funds	emphasis on earned income in development plan	Organizational
5.3.6a	Set and meet an annual target for private giving.		•	•	■			staff time, intern, pro bono	PHG operating funds	progress toward meeting annual private giving goals	Organizational
5.3.6b	Develop a potential donor database.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	donor database	Organizational
5.3.6c	Develop a donor nurturing and engagement plan with regular communications.		•	•	■			staff time, intern, pro bono	PHG operating funds	communications with donors	Organizational
5.3.6d	Request support annually from all potential private donors and develop targeted specific “asks” when feasible.		•	•	■			staff time, intern, pro bono	PHG operating funds	annual appeal	Organizational
5.4 Partnerships											
5.4.1a	Function as the local coordinating management entity for the heritage area meeting requirements of the Maryland Heritage Area Authority.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	meet MHAA management entity requirements	Organizational
5.4.1b	Work closely with key partners to maximize grant support and technical assistance to support PHG as the local coordinating entity. Key partners include the Maryland Heritage Areas Authority, Enjoy Baltimore County, Visit Howard County, Baltimore County, and Howard County.	•	•	•	■	heritage partners		staff time, intern, pro bono	PHG operating funds	grant applications by key partners	Organizational
5.4.1c	Recognize heritage area partners whose missions support preservation of heritage resources and/or promote heritage tourism.		•	•	■			staff time, intern, pro bono	PHG operating funds	partner recognition program	Organizational
5.4.1d	Involve heritage partners in PHG		•	•	■	heritage partners		staff time,	PHG operating	functioning	Organizational

Table 9.2 PatapSCO Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
	management by maintaining a heritage advisory committee that serves in an advisory capacity to the board of directors.							intern, pro bono	funds	heritage advisory committee	tional
5.4.1e	Explore opportunities for formalizing partnerships with heritage partners through cooperative agreements stating the intentions of each party and the assumed outcomes. Establish cooperative agreements, if determined beneficial.			•		■	heritage partners	staff time, intern, pro bono	PHG operating funds	evaluation of need for partnership agreements; executive of agreements, if desirable	Organizational
5.4.2a	Establish guidelines for heritage partners to undertake self-assessments to determine how they can collaborate with the PHA initiative. Include in the guidelines indications as to how PHG might provide support for that collaboration.			•		■		staff time, intern, pro bono	PHG operating funds	assessment of collaboration opportunities by partners	Organizational
5.4.2b	Explore the feasibility of a grant making program for heritage partners; if feasible, implement the program.		•	•		■		staff time, intern, pro bono	PHG operating funds	assessment of potential for a grant making program	Organizational
5.4.2c	Provide technical assistance to heritage partners for identification of grant opportunities and grant writing.	•	•	•		■		staff time, intern, pro bono	PHG operating funds	technical assistance to partners with grant writing	Organizational
5.4.2d	Provide technical assistance to heritage partners for program and product development.			•		■		staff time, intern, pro bono	PHG operating funds	technical assistance to partners with product development	Organizational
5.4.2e	Provide heritage area partner networking opportunities where information sharing occurs and opportunities for collaboration are explored.	•	•	•		■		staff time, intern, pro bono	PHG operating funds	partner networking opportunities provided	Organizational
5.4.2f	Explore formalizing a partnership with the NPS Chesapeake Bay Office that outlines how PHG and NPS will collaborate to further implement the Chesapeake Bay Gateways and Watertrails Network (CBGN); provide heritage partners with information regarding opportunities to become designated CBGN sites; available to CBGN sites technical assistance with grant applications for technical and financial assistance through the CBGN program.			•		■	NPS Chesapeake Bay Office	staff time, intern, pro bono	PHG operating funds	exploration of potential partnership with NPS regarding CBGN participation	Organizational

Table 9.2 Patapsco Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
5.4.2g	Hold an annual meeting for all heritage area stakeholders and partners.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	annual meeting for stakeholders and partners	Organizational
5.4.2h	Provide annual awards to key heritage area partners and supporters.		•	•	■			staff time, intern, pro bono	PHG operating funds	annual awards program	Organizational
5.5 Communications											
5.5.1a	Develop and implement an annual communications plan that addresses upcoming communications opportunities, audiences, messages for each audience, activities, and media outreach.		•	•	■			staff time, intern, pro bono	PHG operating funds	annual communications plan	Organizational
5.6 Planning and Evaluation											
5.6.1a	In consultation with Enjoy Baltimore County and Visit Howard County, develop and implement a 5-year action plan that meets requirements of the Maryland Heritage Areas Program.		•	•		■	Enjoy Baltimore County, Visit Baltimore County	staff time, intern, pro bono	PHG operating funds	PHA 5-year action plan	Organizational
5.6.1b	Develop and implement annual work plans that meet requirements of the Maryland Heritage Areas Program.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	PHA annual work plans	Organizational
5.6.2a	Report annually to MHAA on the amount and percent of funding leveraged by PHG in activities outlined in the annual work plan, including in-kind contributions and non-MHAA sources.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	PHG annual reports to MHAA	Organizational
5.6.2b	Report annually to MHAA on the amount of activities completed in the annual work plan, including measurable activities and intangible contributions reported through testimonies or other documentation.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	PHG annual reports to MHAA	Organizational
5.6.2c	Evaluate the heritage area’s management capability based on accurate and timely submission of materials to MHAA, MHAA grant completion rates, and participation in the Maryland Coalition of Heritage Area activities; submit metric data annually to MHAA.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	annual submission of metric data to MHAA	Organizational
5.6.2d	Link annual work plan activities to a series of metrics that support three	•	•	•	■			staff time, intern, pro	PHG operating funds	annual submission of	Organizational

Table 9.2 PatapSCO Heritage Area – High Priority Short-Term Management Actions

Action Ref #	Action	FY 15	FY 16	FY 17	Project Type		Project Partners	Project Cost (2014 \$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
	key categories of focus: developing heritage-based product, building partnerships, and sustaining regional identity; identify in the 5-year plan and annual work plans one metric from each MHAA category that is the area of priority; submit metric data annually to MHAA.							bono		metric data to MHAA	
5.6.2e	Develop baseline performance data for the heritage area tied to metrics in MHAA’s key categories of focus; develop and implement a system to track performance data annually.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	baseline performance data to track annual performance	Organizational
5.6.3a	Submit an annual report to the PHG Board of Directors summarizing progress made toward accomplishing management goals and objectives.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	annual report to PHG Board summarizing progress toward goals	Organizational
5.6.3b	Submit mid-term and annual reports to the Maryland Heritage Areas Program summarizing progress made toward accomplishing work plan activities identified in the annual work plan.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	mid-term and annual reports summarizing status of activities in annual work plan	Organizational
5.6.3c	Submit annual reports to the Maryland Heritage Areas Program summarizing progress made toward accomplishing goals and objectives in the five-year management plan.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	annual report to MHAA summarizing progress toward 5-year goals	Organizational
5.6.3d	Send board meeting minutes and an updated list of PHG board members annually to the Maryland Heritage Areas Program.	•	•	•	■			staff time, intern, pro bono	PHG operating funds	PHG Board meeting minutes sent to MHAA	Organizational

Table 9.3 Patapsco Heritage Greenway, Inc. – Projected FY15 through FY17 Budget

REVENUE				
Grants – General Operating	FY2015	FY2016	FY2017	Notes
Maryland Heritage Areas Authority	\$ 100,000	\$ 100,000	\$ 100,000	depends upon state appropriation
Sub-total	\$ 100,000	\$ 100,000	\$ 100,000	
Earned Revenue	FY2015	FY2016	FY2017	
Membership	\$ 500	\$ 700	\$ 900	
Donations	\$ 17,000	\$ 20,000	\$ 24,000	
Event Income	\$ 200	\$ 400	\$ 600	
Sales	\$ 300	\$ 500	\$ 800	
Sub-total	\$ 18,000	\$ 21,600	\$ 26,300	
Other Revenue Raised by PHG	FY2015	FY2016	FY2017	
Endowment Gifts	\$ 1,000	\$ 2,000	\$ 3,000	
Grants public	\$ 130,000	\$ 150,000	\$ 175,000	
Grants private	\$ 64,000	\$ 75,000	\$ 100,000	
Sub-total	\$ 195,000	\$ 227,000	\$ 278,000	
TOTAL REVENUE	\$ 313,000	\$ 348,600	\$ 404,300	
EXPENSES				
Direct Costs (personnel)	FY2015	FY2016	FY2017	Notes
Personnel - FTEs	\$ 75,000	\$ 77,250	\$ 79,568	1 full time staff (3% annual increase)
Part-time Employees	\$ 60,000	\$ 95,000	\$ 115,000	admin assistants, interns, stream watch director
Sub-total	\$ 135,000	\$ 172,250	\$ 194,568	
Direct Costs (non-personnel)	FY2015	FY2016	FY2017	Notes
Accounting/Audit	\$ 2,500	\$ 4,000	\$ 5,000	
Advertising	\$ 200	\$ 10,000	\$ 15,000	
Catering/Hospitality	\$ 500	\$ 600	\$ 700	
Communications (telephone)	\$ 1,440	\$ 2,160	\$ 2,800	
Conferences/Meetings	\$ 200	\$ 2,000	\$ 5,000	
Contract Services (exclusive of printing)				
Website Development	\$ 25,000	\$ 25,000	\$ 30,000	
Comprehensive Interpretive Plan	\$ 25,000	\$ 15,000	\$ 15,000	
Annual Interpretive Plan	\$ 0	\$ 15,000	\$ 15,000	
Interpretive Themes Poster	\$ 7,500	\$ 10,000	\$ 12,000	
Heritage Area Map and Guide	\$ 1,000	\$ 2,500	\$ 3,000	
Travel Itineraries	\$ 0	\$ 0	\$ 10,000	

Table 9.3 Patapasco Heritage Greenway, Inc. – Projected FY15 through FY17 Budget

	FY2015	FY2016	FY2017	Notes
Local Legacy Project Events	\$ 0	\$ 5,000	\$ 10,000	
Identity and Branding Plan	\$ 15,000	\$ 10,000	\$ 5,000	
Marketing Plan	\$ 10,000	\$ 10,000	\$ 5,000	
Signage Inventory	\$ 1,000	\$ 5,000	0	
Dues/Subscriptions	\$ 2,000	\$ 5,000	\$ 2,000	
Equipment	\$ 3,000	\$ 5,000	\$ 5,000	
Honoraria	\$ 500	\$ 1,000	\$ 1,000	
Insurance	\$ 1,060	\$ 2,090	\$ 3,052	
Internet and Website (inc IT support)	\$ 1,000	\$ 2,000	\$ 2,500	
Lodging and Meals	\$ 1,500	\$ 5,000	\$ 5,000	
Postage and Shipping	\$ 1,000	\$ 2,000	\$ 4,000	
Printing				
Annual Report	\$ 500	\$ 1,000	\$ 1,000	
Heritage Area Map and Guide	\$ 0	\$ 2,500	0	
Itineraries	\$ 0	0	\$ 10,000	
Marketing Materials	\$ 0	\$ 10,000	\$ 15,000	
Production and Exhibition Costs	\$ 2,500	\$ 10,000	\$ 10,000	
Programs - Other				
Biannual Special Event	\$ 1,000	\$ 1,500	\$ 2,000	
Stream Watch Program	\$ 1,500	\$ 1,550	\$ 1,600	
Stream Cleanup Program	\$ 1,500	\$ 1,550	\$ 1,600	
Greenway Mapping Project	\$ 100	\$ 200	\$ 200	
Storm Drain Stenciling	\$ 100	\$ 200	\$ 200	
Tree Plantings/Tree Maintenance	\$ 1,000	\$ 1,050	\$ 1,100	
Invasive Species Removal	\$ 500	\$ 600	\$ 600	
Environmental Ed Workshops	\$ 1,300	\$ 1,350	\$ 1,400	
Rent	\$ 0	0	0	
Repairs and Maintenance	\$ 500	\$ 1,000	\$ 1,500	
Supplies	\$ 2,000	\$ 2,000	\$ 3,000	
Training				
Workshops	\$ 1,00	\$ 500	\$ 500	
Development Training	\$ 500	\$ 500	\$ 500	
Grant Writing Training	\$ 500	\$ 500	\$ 500	

Table 9.3 Patapsco Heritage Greenway, Inc. – Projected FY15 through FY17 Budget

Direct Costs (non-personnel)	FY2015	FY2016	FY2017	Notes
Travel				
Conferences	\$ 500	\$ 500	\$ 500	
Travel Reimbursement	\$ 500	\$ 500	\$ 900	
Public School Students Bus Fund	\$ 500	\$ 1,000	\$ 1,500	
Contingency @ 20%	\$ 62,600	\$ 69,720	\$ 80,860	
Sub-total	\$ 178,000	\$ 176,350	\$ 209,732	
TOTAL EXPENSES	\$ 313,000	\$ 348,600	\$ 404,300	
EXCESS REVENUES OVER EXPENSES	\$ 0	\$ 0	\$ 0	

(1) Note that budget projections presented above are based on the actions outlined in the management plan and are for general management planning purposes only. The PHG Board of Directors has not approved the annual budgets for purposes of planning annual operations.

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Appendices

A	Patapsco Heritage Greenway, Inc.— Revised By-Laws.....	A-1
B	Heritage Area Boundary Definition Methodology	B-1
C	Patapsco Heritage Area—Mid- and Long-Range Management Actions.....	C-1

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APPENDIX A



**REVISED BY-LAWS
OF THE
PATAPSCO HERITAGE
GREENWAY, INC.**

**As Revised by the Board of Directors
on March 21, 2013**

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BY-LAWS OF THE PATAPSCO HERITAGE GREENWAY, INC.

ARTICLE I: ORGANIZATION NAME

The name of the organization is the *Patapsco Heritage Greenway, Inc.* From time-to-time, the organization may also do business as the *Friends of the Patapsco Valley Heritage Greenway.*

ARTICLE II: PURPOSES

The organization may engage in any of the following purposes:

1. To connect people with the natural, environmental, historic, cultural and recreational assets of the Patapsco Valley in ways that interpret, preserve and enhance those assets and people's awareness, understanding and appreciation of them.
2. In addition, the organization is irrevocably dedicated to, and operated exclusively for nonprofit purposes.
3. No part of the organization's income may accrue to the benefit of any individual or for-profit organization.

ARTICLE III: PRINCIPAL OFFICES

The principal office of the organization must be located in the State of Maryland.

ARTICLE IV: MEMBERSHIP

There are three classes of membership in the organization:

Section 1. General Membership.

- (a) The organization is open to persons who subscribe and adhere to the purposes of the organization as stated in Article II, and who pay annual dues as set by the Board of Directors and recorded by the Secretary.
- (b) No person may be prohibited from membership due to that person's race, color, creed, religion, sex, sexual orientation, age, national origin or physical impairment.
- (c) In order to hold office or to vote in an election for Board of Director's (Board) membership, a member must have paid dues for the current year at least two months before voting for Board membership, or being elected, as verified by the organization's records.

Section 2. Board of Director's Membership. Board of Director's (Board) membership is open to persons who are general members, and who are elected by the general membership.

Section 3. Honorary Membership.

- (a) Honorary members may be chosen for their outstanding interest or contribution to the organization, and may be recognized in a manner to be decided by the Board.
- (b) Honorary members are non-voting members, and serve until resignation or removal by the Board.
- (c) Honorary members must be nominated and approved by a majority of the Board. There must be at least one Board meeting separating an Honorary Membership nomination and a vote on that nomination.

ARTICLE V: MEETINGS

Section 1. Annual Meetings. The Board of Directors (Board) must hold at least one meeting of the General Membership annually. The agenda for the meeting will include an election to fill any vacancies on the Board.

Section 2. Special Meetings. Special meetings of the general membership may be called at any time by the President or by a majority of the Board. This vote may be taken with or without a meeting.

Section 3. Notice of Meetings. Notice of the place, day and hour of every regular and special meeting shall be given to each Director at least one week before the meeting (Notice of any Board meeting shall be deemed to have been given to any Director who attends the meeting, or to any Director who, in writing executed and filed with the Secretary either before or after the meeting, waives such notice). Notice of a general membership meeting must be transmitted to all members of record by mail or by email.

Section 4. Quorum. At all meetings of the Board, a quorum shall consist of one-third (1/3) of the Board (excluding vacancies). In no case may a quorum be less than three Directors. In the absence of a quorum, the Directors present by majority vote and without notice other than by announcement may suspend the meeting until a quorum is present. Once a quorum is obtained, any business may be transacted which might have been transacted at the meeting as originally noticed.

Section 5. Voting. Except for revisions to these By-laws, action taken by a majority of Directors present at a duly called meeting at which a quorum is present is deemed an act of the Board. Votes must be made in person. Proxy votes are not permitted. Any member of the Board may call for a secret ballot prior to the vote being taken.

ARTICLE VI: BOARD OF DIRECTORS

Section 1. Terms and Representatives. The Board of Directors (Board) must have a minimum of five (5) members. At least one Board member must represent the following community interests: environmental, historical, community, recreational, cultural and business. The Board may also include one or more State, County or Municipal government representatives. Directors serve for three years unless he/she resigns, or is removed by a majority vote. At least one-third of the Board must be elected each year.

Section 2. Powers. The entire and complete management of the organization is vested in the Board. In addition to the powers expressly conferred upon it by these By-laws, the Board may exercise all the powers of the organization. From time-to-time, the Board may delegate to the Officers such powers and duties as it may see fit in addition to those specifically provided in these By-laws. The Board has the following specific powers and duties:

- (a) Establish and modify membership dues, benefits and services for general members.
- (b) Hire and remove organization staff.
- (c) Except as specifically limited herein and in the Articles of Incorporation, the power to amend the by-laws of the organization.

(d) By majority vote, determine the specific number of Board members for the following year and, at least 30 days prior to the annual election, the number of Board members to be elected at the annual meeting.

(e) Arrange for an annual financial statement of the organization provided for under Article X.

(f) Exercise all other powers provided under Article Four of the Articles of Incorporation and Maryland law.

Section 3. Informal Action. Except as provided elsewhere, any action required or permitted to be taken at any meeting of the Board or of any committee thereof, may be taken without a meeting if a written consent to such action is signed by all members of the Board or of such committee, and such written consent is filed with the Secretary and recorded in the minutes of the proceedings.

ARTICLE VII: COMMITTEES

Section 1. Executive Committee. The Officers shall constitute an Executive Committee that will meet from time to time as called and chaired by the President. The Executive Committee shall exercise all powers granted by the Board of Directors (Board) in the management of the organization's business and the affairs when the Board is not in session, save and except as limited by these By-laws and also excepting the power to change these By-laws, or the power to act with respect to subjects for which instructions have previously been given by the Board. The President may invite others to attend Executive Committee meetings. A vacancy in the Executive Committee may be filled by majority vote of the Executive.

Section 2. Ad Hoc Committees. The Board may establish any Committee deemed proper and necessary to fulfill the object and purposes of the organization. The Committee may perform such duties as are requested by the President, an assigned Vice President, or the Board.

Section 3. Committee Chairs. The Board shall appoint a Chair for all duly constituted Committees. In the event a Chair becomes vacant, the President may appoint an acting or temporary Chair to serve until such time as the Board can appoint a permanent Chair.

Section 4. Reporting Structure. The Committee Chairs will report to the President or a Vice President as assigned by the Board.

Section 5. Committee Membership. Committee membership may extend beyond the members of the Board.

ARTICLE VIII: ELECTIONS

Section 1. Election of Board Members.

(a) Not less than thirty (30) days prior to the annual meeting, the President shall appoint a Nominating Committee of no less than three (3) members. These appointments are subject to approval by the Executive Committee.

(b) No less than ten (10) days prior to the annual meeting, the Nominating Committee must make recommendations on candidates for the Board of Directors (Board) in writing. No less than 10 days prior to the annual meeting, general members may, with the endorsement of a second, also submit

nominations in writing to the Board.

(c) The Nominating Committee may adopt rules regarding the election procedures subject to the approval of the Board. The proposed rules shall be endorsed and approved by the Board prior to the election.

(d) Only qualified general members present at the annual meeting may vote for candidates for the Board. No person shall cast more than one ballot, and proxies and absentee votes will not be recognized.

Section 2. Vacancies. A Board vacancy may be filled by majority vote of the Executive Committee for the unexpired portion of the Director's term.

ARTICLE IX: OFFICERS

Section 1. Elections. The officers of the organization are a President, up to four Vice-Presidents, a Secretary and a Treasurer. The officers must be elected by the Board of Directors (Board) at its first meeting following the annual meeting. If the election of officers is not undertaken at this meeting, the election must be held as soon thereafter as may be convenient. Each officer holds office for a period of one year. However, this term will continue until a successor is elected. An officer may be removed in the manner hereinafter provided in section 2 below. No person may hold more than one office at a time. All officers must be elected from among the Directors.

Section 2. Removal. Any officer elected or appointed by the Board may be removed at a Board meeting by a majority vote whenever in the judgment of the Board, the best interests of the organization would be served thereby, but such removal shall be without prejudice to the contract rights, if any, of the person so removed.

Section 3. President. The President shall be the principal executive officer of the organization and shall in general supervise and control all of the business and affairs of the organization under the direction of the Board. The President shall be selected from among the Directors. He/she may sign any application, form, deed, mortgage, bond, contract, report, or other instrument which the Board has authorized to be executed, except in cases where the execution is expressly delegated by the Board or by these By-laws to some other officer, or to another person required by law to serve as signatory. The President will perform all duties as the Board may from time-to-time prescribe. The President shall Chair the Executive Committee and be an ex-officio member of all other Committees.

Section 4. Vice-President. The Board shall appoint up to four Vice Presidents. Each Vice President may be assigned to lead the organizations activities for a specific initiative, topic or issue. If the President is unable or unwilling to perform his/her assigned duties, the President may request or the Board may designate one or more of the Vice Presidents to carry those duties out.

Section 5. Secretary. The Secretary shall (a) keep the minutes of the proceedings of the Board; (b) see that all notices are duly implemented in accordance with these By-laws or as otherwise required by law; (c) be the custodian of the corporate records and of the seal of the organization; (d) keep a register of the post office address of each Director which shall be furnished to the Secretary by that Director; and (e) in general perform all duties as the Board or the President may from time to time assign.

Section 6. Treasurer. The Treasurer will have custody of the organization's funds and securities, and must keep full and accurate accounts of receipts and disbursements in books belonging to the organization, and shall deposit all monies and other valuable effects in the name and to the credit of the organization in such depositories as may be designated by the Board. He/she shall disburse organization funds as may be directed by the Board, taking proper vouchers for such disbursements, and will render to the President and Board at regular Board meetings and at other times when the Board requires, an account of all his/her transactions and of the financial condition of the organization.

Section 7. Salaries. The officers shall serve without salaries or compensation.

Section 8. Bond. The Board may require any officer, agent or employees to give a bond to the organization conditioned upon the faithful discharge of his duties, with one or more sureties and in such amounts as may be satisfactory to the Board. If required by the Board, the Treasurer shall give the organization a bond in such sum and with such surety or sureties as is satisfactory to the Board for the faithful performance of the duties of his/her office and for the restoration to the organization, in case of death, resignation, retirement or removal from office, all books, papers, vouchers, money and other property of whatever kind in his/her possession or under his/her control belonging to the organization. The cost of these bonds will be paid by the organization.

Section. 9. Annual Report. In preparation for the Annual Meeting, the Board will prepare a full and correct statement of the affairs of the organization, including a balance sheet and a statement of the results of operations for the preceding fiscal year. This report must be presented to the General Membership at the Annual Meeting and will be filed within twenty (20) days thereafter at the principal office of the organization.

ARTICLE X: FINANCIAL MATTERS

Section 1. Contracts. Any expenditure of \$500 or more must be authorized by the Board of Directors (Board). The Board may authorize any officer or officers, agent or agents, to enter into any contract or to execute and deliver any instrument in the name of or on behalf of the organization and such authority may be general or confined to specific instances. In any case, no Board funds may be distributed except to carry out the purposes and subject to the restrictions set forth in the Articles of Incorporation, these By-laws and State law.

Section 2. Income, Revenue and Grants. The Board is authorized to raise funds through sales, promotions and grants. All funds coming into the organization must be used in pursuit of the organization's purposes as noted in the Articles of Incorporation, these By-laws and in accordance with State law. Any interest earned by these monies shall be the property of the organization and may only be used for organization purposes.

Section 3. Deposits. The monies of the organization must be deposited in interest-bearing accounts or savings certificates at banks, trusts or depositories designated by the Board; or invested in such bonds, securities or investments as may be authorized by the Board. Money may also be deposited in such checking accounts as authorized by the Board.

Section 4. Fiscal Year. The Board may, from time-to-time, fix the fiscal year of the organization by a duly adopted resolution.

Section 5. Budget. The amount of money required to sustain the operational activities of the organization for each fiscal year will be determined by the Treasurer and the President, and submitted to the Board for approval at least one (1) month prior to the commencement of the next fiscal year.

ARTICLE XI: LIMITATION OF POWERS

Section 1. Not-For-Profit Requirements. The organization may not issue capital stock and may not realize any gain or profit, but is exclusively intended to engage in educational, charitable and community service purposes; and no part of its net earnings shall inure to the benefit of its members, subscribers, donors, contributors, officers or other private individuals.

Section 2. Limit on Powers to Create Personal Obligations. No officer, director, general member, committee member, or any agent or employee has authority to contract any indebtedness or incur any obligation on behalf of any other individual member or contributor to the organization. No member, officer, director or agent of the organization may ever be personally liable for any debt, contract, obligation, or tort of the organization, or of any other member, officer, director or agent.

ARTICLE XII: SEAL

Section 1. Seal. The corporate seal shall have inscribed thereon the name of the Corporation, the year of its incorporation and the words "incorporated Maryland". The Board of Directors may authorize one or more duplicate seals and provide for the custody thereof.

Section 2. Affixing the Seal. Whenever the organization is required to place its corporate seal to a document, it shall be sufficient to meet the requirements of any law, rule or regulation relating to a corporate seal to place the word "*seal*" adjacent to the signature of the authorized officer.

ARTICLE XIII: MISCELLANEOUS PROVISIONS

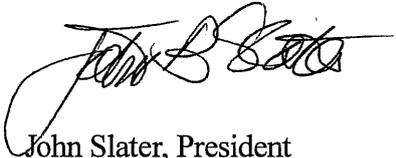
Section 1. Parliamentary Rules. The proceedings of all meetings of the General Membership, Board of Directors (Board), and all committees thereof, shall be governed by and conducted according to the latest edition of *Robert's Manual of Parliamentary Rules*.

Section 2. Waiver of Notice. Whenever any notice is required to be given pursuant to the Articles of Incorporation or these By-laws, or pursuant to applicable State law, a waiver thereof in writing, signed by the person or persons entitled to such notice, whether before or after the time stated therein, is deemed equivalent to actual notice. Neither the business to be transacted nor the purpose of any meeting need be set forth in the waiver of notice, unless specifically required by statute. The attendance of any person at any meeting constitutes a waiver of notice of such meeting, except where the person attends a meeting for the express purpose of objecting to the transaction of business on the grounds that the meeting is not lawfully convened.

Section 3. Amending These Bylaws. The Board *may*, at any annual or regular meeting, or at any special meeting, amend, revise or repeal any By-laws. Amending the Bylaws is accomplished by a sixty percent (60%) (rounded to the nearest whole person) vote of the entire Board after sufficient notice of the proposed action has been provided to each Director at least seven (7) days prior thereto.

Section 4. Employment. Employment shall also be open to all persons. The organization shall not discriminate against any individual with respect to hiring, compensation, terms or conditions of employment because of such individual's race, color, religion, sex, sexual orientation, or national origin; nor will they limit, segregate or classify employees in any way to deprive any individual employee of employment opportunities because of race, color, religion, sex, sexual orientation, national origin or physical impairment.

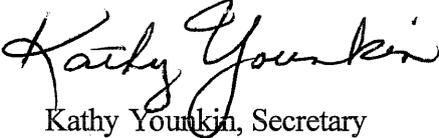
I certify that the foregoing are the current By-laws of the Corporation as amended by the Board of Directors on March 21, 2013:



John Slater, President
Patapsco Heritage Greenway, Inc.

March 21, 2013

Date



Kathy Younkin, Secretary
Patapsco Heritage Greenway, Inc.

March 21, 2013

Date

Legislative History:

Adopted: December 3, 1999

Revised: January 27, 2009 to change the minimum number of required general membership meetings from 3 to 1.

Revised: March 21, 2013 to approve comprehensive revisions to add clarity regarding officers and committees, including a new authorization to have up to 4 Vice Presidents, increasing the amount of expenditures requiring Board authorization to \$500, and to make other miscellaneous amendments.

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APPENDIX B

Heritage Area Boundary Definition Methodology

Maryland Heritage Areas Authority Boundary Definition Criteria

The Maryland Heritage Areas Authority (MHAA) has established criteria to be used for defining the boundaries of certified heritage areas (CHAs) (MHAA 2012). The guidance states the following:

CHAs may be contiguous or non-contiguous within a recognized heritage area (RHA). They may be as expansive or as limited as is believed appropriate to achieve the desired goals and objectives of the heritage area's management plan. The management plan must demonstrate that the criteria have been taken into account.

- Criteria 1** *The area within the CHA must contain a significantly high concentration of historical, cultural, and/or natural resources which are attracting or have considerable potential to attract heritage tourists at a level that balances the impact of visitors on local quality of life.*

- Criteria 2** *The incentives available through MHAA must be capable of encouraging an appropriate level of tourism within the CHA to produce measurable preservation/conservation benefits and economic development through heritage tourism in the CHA.*

- Criteria 3** *The boundary for the CHA should overlap to the optimal extent with other local, state, and federal "revitalization" designations.*

- Criteria 4** *Local governments and private interests must be prepared to commit resources to preservation/conservation and tourism development within the CHA.*

- Criteria 5** *The proposed boundaries should be configured to facilitate the collection of performance measurement data.*

Using these BHAA boundary definition criteria, PHG has developed a set of guiding principles for defining the areas to be included within the boundaries of the Patapsco Heritage Area.

Primary Components of the Heritage Area

The primary components of the Patapsco Heritage Area are the places in the Patapsco Valley where its natural resources supported industrial development along the Patapsco River in the 18th and 19th centuries, the communities that developed as a result of industrial development, the adjoining rural lands that supported those communities, and the travel routes that connected the Patapsco Valley to Baltimore and its port.

- the **Patapsco River gorge**, extending from below Elkridge to upstream of the historic community of Daniels and encompassing the remains of the many industrial enterprises that flourished during the heritage area’s period of significance
- the **Patapsco River’s tributary stream valleys** draining into the Patapsco Valley gorge
- the historic communities of **Elkridge, Ellicott City, Oella, Relay, Avalon, and Daniels**, including the places where the valley’s business owners, workers, and their families lived
- the historic communities of **Catonsville and Lawyer’s Hill**, including the places settled early in the late 19th and early 20th centuries, as people moved west from the city of Baltimore along the National Road and the US 1 corridor
- the **Historic National Road (All American Road) corridor**, including the historic travel route along which raw materials needed for production were transported to the valley’s manufacturing facilities and along which its finished products were taken to Baltimore for sale and shipment around the world
- **other connecting travel route corridors** including the roads connecting historic communities with one another and to the river, and the historic B&O Railroad rail line
- adjoining lands of conservation interest, including:
 - the remaining farmlands and forestlands that once supported the valley’s industrial enterprise and its historic communities, supplying needed food, timber, and other goods
 - areas of interest as additions to Patapsco Stream Valley Park representing a modern extension of early 20th century plans to establish a recreation and demonstration area for the Patapsco River Valley
 - areas recognized today as important natural resource lands that should be preserved for present and future generations, reflecting the contemporary evolution of the conservation tradition in the Patapsco Valley

Within these places, are significantly high concentrations of historical, cultural, and/or natural resources, which contribute to the historic significance of the heritage area. These resources already offer many heritage experiences to residents and visitors and have the potential to offer more and higher quality heritage experiences.

Through heritage area management, in collaboration with the heritage area’s partners, these experiences and the additional visitors they attract have the potential to beneficially impact the local quality of life for heritage area residents. Future stewardship investments made possible through the heritage areas program will support needed preservation and conservation throughout the heritage area, consistent with the goals of local governments as expressed in existing community plans.

Most of the historic communities are the focus of revitalization efforts by Howard County, Baltimore County, and/or the Maryland Department of Housing and Community Development. All have

designated (or pending) historic districts at their core where existing preservation efforts by local government and/or private landowners are concentrated.

Outside of the historic communities, most of the lands in the gorge and along the tributary stream valleys are already protected. The state of Maryland recognized the natural resource value of the Patapsco River gorge in 1905 when it began acquiring land along the river and its tributaries to create what today is Patapsco Valley State Park. MD DNR has supported designation of the park as part of the recognized heritage area, and views participation in the heritage area program as a means of enhancing stewardship of the park's natural and cultural resources while providing enhanced opportunities for visitors to experience those resources.

Other lands on the plateau above the gorge, outside of historic communities, generally include lands designated by Baltimore County, Howard County, and the state of Maryland as lands of conservation interest in local government plans and in state resource conservation programs. The counties and state, as well as its non-profit partners and private landowners, have demonstrated support for conservation of these lands through acquisition of land and easements in these areas and efforts to support future additional acquisition now underway.

Patapsco River Gorge and the Patapsco River's Tributary Stream Valleys

Lands composing the Patapsco River Gorge and the Patapsco River's tributary stream valleys generally include:

- the Patapsco River, its floodplain, and gorge walls from the river to the rim (generally >15% slope)
- tributary streams, their floodplains, and steeply sloping valley walls (generally >15% slope)

Most of these lands are within the limits of Patapsco Valley State Park and/or have been designated of conservation interest by Baltimore County, Howard County, and/or the state of Maryland (including land designations listed below for Adjoining Lands of Conservation Interest).

Historic Communities

Communities within the heritage area include historic communities as reflected in historic district boundaries, expanded to include newer neighborhoods that are now parts of those communities and where there are places of interest to visit. Boundaries are defined for each community by combining the following areas:

- Ellicott City
 - Ellicott City National Register District
 - Ellicott City Historic District (as designated by Howard County)
 - Ellicott City Sustainable Community (as approved by the Maryland Department of Housing and Community Development)

- Growth and Revitalization Area (as designated in Howard County’s adopted comprehensive plan (*PlanHoward 2030* (Howard County 2013c))
- adjoining historic institutional lands with connections to the community (Taylor Manor, Howard County Courthouse and Office Buildings)
- Lawyer’s Hill
 - Lawyer’s Hill National Register District
 - Lawyer’s Hill Historic District (as designated by Howard County)
- Elkridge
 - Old Washington Road Survey Historic District
 - Elkridge Landing Historic District
 - Railroad Avenue Historic District
 - state-designated historic districts
 - Growth and Revitalization Areas (as designated in Howard County’s adopted comprehensive plan (*PlanHoward 2030* (Howard County 2013c))
 - ✓ Route 1 Corridor (from Old Washington Road to the Patapsco River)
 - ✓ Furnace Avenue area
 - ✓ Route 1 Corridor Activity Centers (from Old Washington Road to the Patapsco River) (as identified in the *Route 1 Manual* (Howard County 2009)
- Oella
 - Oella National Register District
 - state-designated historic districts
 - Baltimore County Historic Properties
- Catonsville
 - Winters Lane National Register District
 - Old Catonsville National Register District
 - Central Catonsville and Summit Park National Register Historic District
 - Catonsville/Patapsco Sustainable Community (as approved by the Maryland Department of Housing and Community Development)
 - Catonsville Commercial Revitalization District (as designated by Baltimore County)
 - Catonsville Community Enhancement Area (as designated by Baltimore County)
 - Baltimore County Historic Properties
 - adjoining institutional lands with cultural and historic connections to the community (Spring Grove Hospital, Catonsville High School, Community College of Baltimore County, University of Maryland Baltimore County)
- Relay
 - Relay Historic District (as designated by Baltimore County)
- Avalon
 - Baltimore County Historic Properties
 - state-designated historic districts

- Daniels
 - Daniels National Register Historic District

Historic National Road (All American Road)

The Historic National Road (All American Road) corridor includes the MD 144 right-of-way and adjoining properties, extending from the west side of the Baltimore Beltway (I-695) near Catonsville to the east side of MD 29 near Ellicott City.

Other Connecting Travel Corridors

Other travel routes include the following road rights-of-way and adjoining properties:

- US Route 1 corridor, from I-195 at Relay through Elkridge at Old Washington Road (including the eastern portion of the US Route 1 Redevelopment Corridor in Howard County)
- Historic travel routes connecting sites within the heritage area that retain scenic quality and are designated as scenic roads:
 - Howard County
 - ✓ Daniels Road
 - ✓ various roads within Ellicott City
 - ✓ Old Columbia Pike
 - ✓ New Cut Road
 - ✓ College Avenue/Beechwood Road/Landing Road
 - ✓ Bonnie Branch Road
 - ✓ Illichester Road
 - ✓ Norris Lane
 - ✓ Rockburn Hill Road/Levering Avenue
 - ✓ Lawyers Hill Road
 - ✓ Old Lawyers Hill Road
 - Baltimore County
 - ✓ Dogwood Road
 - ✓ Wrights Mill Road
 - ✓ Oella Avenue
 - ✓ River Road
 - ✓ Thistle Road
 - ✓ Rolling Road
 - ✓ Hilton Avenue
- the former B&O Railroad right-of-way (now owned by the CSX Corporation)

Adjoining Lands of Conservation Interest

The network of undeveloped lands on the plateau adjoining the Patapsco River gorge includes tracts of land that remain largely free of development and that have been recognized of conservation value in

plans prepared by Baltimore County, Howard County, and the state of Maryland through one of more of the following designations:

- land designated as green infrastructure by the state of Maryland, Howard County (*Howard County Green Infrastructure Network Plan* (Howard 2012a)), and Baltimore County (*Master Plan 2020* (Baltimore County 2010)), including:
 - hubs
 - corridors
 - streams
 - reservoirs, lakes, or ponds
 - wetlands
 - agricultural or environmental easements
 - parks or open space
 - forests (Howard County only)
- greenway lands, including:
 - lands along environmental greenways and recreational greenways designated by Baltimore County (Baltimore County 2010)
 - a site for a new regional park in Region 1 of Baltimore County, likely encompassing approximately 35 acres at the Spring Grove Hospital Complex in Catonsville
 - lands designated as regional greenway expansion areas by Howard County (*Howard County Land Preservation & Recreation Plan* (Howard County 2012b))
- golf courses
- in Baltimore County, land along tributary streams designated as:
 - land located outside the Urban Rural Demarcation Line) in Baltimore County’s adopted comprehensive plan (*Master Plan 2020* (Baltimore County 2010))
 - “T1 Natural” in Baltimore County’s adopted comprehensive plan (*Master Plan 2020* (Baltimore County 2010))
 - land designated as potential county regional parks in Baltimore County’s adopted *2012 Land Preservation, Parks and Recreation Plan* (Baltimore County 2012a)
 - resource conservation districts in Baltimore County’s adopted zoning regulations (Baltimore County 2013), including:
 - ✓ RC7 Resource Preservation
 - ✓ RC8 Environmental Enhancement
 - ✓ RC50 Critical Area Agricultural
 - ✓ RCC Resource Conservation-Commercial
- in Howard County, land along tributary streams designated as:
 - environmental districts in Howard County’s adopted zoning regulations (Howard County 2013c), including:
 - ✓ Residential: Historic – Environmental District (R-H-ED)
 - ✓ Residential: Environmental Development District (R-ED)

APPENDIX C: PATAPSCO HERITAGE AREA – MID- AND LONG-TERM MANAGEMENT ACTIONS

Action Ref #	Action	Short	Mid	Long	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
		1 to 3 Years	3 to 4 Years	5 to 10 Years	PHG In-House	Collaboration					
1.1 Stewardship Management Actions – Public Appreciation of Heritage Resources											
1.1.2c	Work with Preservation Maryland on its annual preservation and revitalization conference; promote hosting the conference at a location within the heritage area.		X			X	Preservation Maryland	staff time, internship, pro bono, pro bono	PHG operating funds	conference participate, hosting conference within PHA	Heritage Product Development, Partnership Building
1.1.3a	Provide links on the PHA website to special studies relevant to the economic benefits of historic preservation; consider developing and printing an informational brochure for distribution at visitor centers and heritage partner sites. (also see action 1.1.2a)			X		X		staff time, internship, pro bono, pro bono	PHG operating funds, grant funding	communication of info on website, brochure	Sustaining Regional Identity, Heritage Product Development
1.2 Stewardship Management Actions – Historic Preservation											
1.2.1a	Assemble a heritage area library of site survey forms for historic resources listed in the Howard County Historic Sites Inventory, Baltimore County Historic Sites Inventory, Maryland Inventory of Historic Properties, and National Register of Historic Places.		X			X	Maryland Historical Trust, Howard County, Baltimore County	staff time, internship, pro bono	PHG operating funds, student internship	expanded PHA digital library including survey forms	Sustaining Regional Identity
1.2.1b	Identify additional sites that are potentially eligible for the Howard County Historic Sites Inventory and the Baltimore County Historic Sites Inventory; support or pursue completing research and documentation required to submit eligibility applications.		X			X	Maryland Historical Trust, Howard County, Baltimore County, historical societies	staff time, internship, pro bono	PHG operating funds, student internship, grant funding	completed eligibility/ nomination forms	Sustaining Regional Identity
1.2.1c	Identify additional sites that are potentially eligible for listing on the <i>National Register of Historic Places</i> ; support or pursue completing research and documentation required to submit eligibility applications.		X			X	Maryland Historical Trust, Howard County, Baltimore County, historic societies	staff time, internship, pro bono	PHG operating funds, student internship, grant funding	completion of eligibility/ nomination forms	Sustaining Regional Identity
1.2.1d	Periodically update the heritage area's GIS database, including shapefiles and accompanying metadata identifying historic resources within the heritage area.		X			X	UMBC, contractor	staff time, internship, pro bono	PHG operating funds, student internship, grant funding	update of GIS database	Sustaining Regional Identity
1.2.1e	Review historic properties within the heritage area to identify those which contribute to the significance of the heritage area.		X			X	Maryland Historical Trust, Howard County, Baltimore County, historical societies	staff time, internship, pro bono	PHG operating funds, student internship, grant funding	inventory of historic properties that contribute to heritage area's significance	Sustaining Regional Identity
1.2.2f	Identify historic cemeteries within the heritage area; undertake outreach to historic cemetery		X			X	Maryland Historical Trust, Howard	staff time, internship, pro	PHG operating funds	inventory of heritage area	Sustaining Regional Identity

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Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
	owners for maintenance, restoration, and tax credit incentives.						County Cemetery Advisory Board, historical societies	bono		cemeteries, contacts with historic cemetery owners	

1.3 Stewardship Management Actions – Cultural Resource Preservation

1.3.2b	Identify priority cultural resource preservation projects; work with partners/owners of identified resources to explore funding options for priority projects. Include high priority projects in annual work plans or in the five-year plan.		X			X	Maryland State Arts Council’s Traditions Program, Howard County Arts Council, Baltimore County Commission on Arts and Sciences, others	staff time, internship, pro bono	PHG operating funds, grant funding	identification of priority projects, securing funding; completion of high priority projects	Sustaining Regional Identity, Partnership Building
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1.4 Stewardship Management Actions – Archeological Resource Conservation and Stewardship

1.4.1a	Collect archeological resource studies completed for sites within the heritage area; focus on studies completed for NEPA and Section 106 compliance as primary source of information; maintain a digital library of archeological resource studies; develop an annotated bibliography.		X			X	Maryland Historical Trust, Maryland State Highway Administration, Baltimore County Bureau of Traffic Engineering and Transportation Planning, Howard County Office of Transportation, other state and local agencies, archeological scholars	staff time, internship, pro bono	PHG operating funds	expansion of PHA digital library, annotated bibliography of archeological resources	Sustaining Regional Identity
1.4.1b	Identify and collaborate with scholars to expand understanding of archeological resources and relevant research, with priority given to the Patapsco Valley gorge.		X			X	Archeological scholars	staff time, internship, pro bono	PHG operating funds	identification of scholars knowledgeable about PHA’s archeological resources, new research projects underway or completed	Sustaining Regional Identity

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Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
1.4.1c	Create and periodically update a GIS database including shapefiles and accompanying metadata identifying locations within the heritage area which have been subject to archeological resource studies.		X			X	UMBC, contractor	staff time, internship, pro bono	PHG operating funds, student internship, grant funding	updated GIS database	Sustaining Regional Identity
1.4.2a	Explore the feasibility of developing a public archeology program; seek funding for the program and implement.			X			Howard County, Baltimore County, historical societies, archeological scholars	staff time, internship, pro bono	PHG operating funds, grant funding	development of public archeology program, secure funding, implementation of program elements	Sustaining Regional Identity
1.4.2b	Work with public agencies engaged in NEPA and Section 106 compliance activities to include mitigation measures for projects affecting archeological resources that promote public appreciation of local archeology.			X			Maryland Historical Trust, Maryland State Highway Administration, Baltimore County Bureau of Traffic Engineering and Transportation Planning, Howard County Office of Transportation, other state and local agencies	staff time, internship, pro bono	PHG operating funds, grant funding	completion of research projects that provide knowledge to support actions promoting public appreciation of local archeology	Sustaining Regional Identity
1.4.2c	Support strengthening local archeological resource conservation programs, laws, and regulations to incentivize conservation and that require protection of archeological resources (or suitable mitigation of adverse effects) during the land development process.			X			Baltimore County, Howard County, historical societies	staff time, internship, pro bono	PHG operating funds, grant funding	local government consideration and possible adoption of local archeological resource conservation tools	Sustaining Regional Identity
1.4.3a	Inventory sites within the heritage area with archeological collections.		X			X	Maryland Historical Trust, Baltimore County, Howard County, historical societies, archeological scholars	staff time, internship, pro bono	PHG operating funds, grant funding	inventory of sites with archeological collections	Sustaining Regional Identity
1.4.3b	Collaborate with heritage partners to identify curation needs for the heritage area's archeological collections; work with partners with collections to explore options for developing and funding implementation of a collections management plan. Include high		X				Maryland Historical Trust, Baltimore County, Howard County, historical societies, archeological	staff time, internship, pro bono	PHG operating funds, grant funding	identification of curation needs, identification of options to address needs, inclusion of high priority	Sustaining Regional Identity, Building Partnerships

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Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					PHG In-House	Collaboration					
	priority projects in annual work plans or in the five-year plan.						scholars, heritage area partners			projects in work plans	
1.5 Stewardship Management Actions – Natural Resource Protection and Conservation											
1.5.1b	Periodically update the heritage area’s GIS database including shapefiles and accompanying metadata regarding natural resources within the heritage area.		X			X	UMBC, contractor	staff time, internship, pro bono	PHG operating funds, student internship, grant funding	update of GIS database	Sustaining Regional Identity
1.5.2j	Promote implementation of the statewide forest management plan within the heritage area and environs; explore funding options; facilitate development and implementation of the plan.		X				PVSP (MD DNR), Friends of PVSP, Maryland Forest Service, USDA Forest Service	staff time, internship, pro bono	PHG operating funds	collaboration with partners to promote plan implementation, identification of priority plan implementation actions, inclusion of high priority project ins work plans	Sustaining Regional Identity
2.2 Interpretation Management Actions – Presentation of the Valley’s Stories											
2.2.1c	Periodically conduct an interpretive planning workshop with partners.		X			X	heritage partners	staff time, internship, pro bono, conference costs (\$1,000)	PHG operating funds	hosting of conferences	Heritage Product Development, Partnership Building
2.2.3c	Invite interpretation experts to present at PHA’s periodic interpretive planning workshop.		X			X		staff time, internship, pro bono	PHG operating funds	participation by interpretation experts in PHA workshops	Heritage Product Development, Sustaining Regional Identity
2.2.3d	Provide interpretive media and research publications developed by PHA, the National Park Service, and others, to heritage partners.						X	staff time, internship, pro bono	PHG operating funds	distribution of interpretive media and publications	Heritage Product Development
2.2.4b	Explore creating a grant program for interpretive planning that would encourage heritage partners to prepare (or update) interpretive plans that strengthen connections to the heritage area’s interpretive framework.		X			X		staff time, internship, pro bono, grant funding (TBD)	PHG operating funds, grant funding	implementation of grant program	Heritage Product Development, Sustaining Regional Identity, Organizational

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		1 to 3 Years	3 to 4 Years	5 to 10 Years	PHG In-House	Collaboration					

2.3 Interpretation Management Actions – Interpretive Messaging

2.3.1c	Develop a series of brief videos that orient residents and visitors to the heritage area; distribute the videos through a dedicated PHA YouTube channel.		X			X	contractor, Enjoy Baltimore County, Visit Baltimore County	video production (\$7,500)	grant funding	implementation on website and YouTube, implementation at heritage partner sites	Heritage Product Development, Sustaining Regional Identity
2.3.1d	Develop a series of brief videos that use the interpretive framework to provide information on PHA and its resources; distribute the videos through a dedicated PHA YouTube channel.		X			X	contractor, Enjoy Baltimore County, Visit Baltimore County	video production (\$7,500)	grant funding	implementation on website and YouTube, implementation at heritage partner sites	Heritage Product Development, Sustaining Regional Identity
2.3.1e	Working in cooperation with heritage partners, develop and implement a public history campaign that uses mobile technology to tell the heritage area’s stories and to relay information to residents and visitors about the heritage area’s events and programs.		X				Enjoy Baltimore County, Visit Baltimore County, UMBC, other schools	staff time, pro bono, marketing materials (\$500 - \$1,000)	grant funding	successful roll-out of program and use	Heritage Product Development, Sustaining Regional Identity
2.3.2b	Assess the performance of existing interpretive media, exhibits, and interpretive panels (waysides) with respect to the comprehensive interpretive plan, taking into consideration consistency with the interpretive framework, presentation, and condition; develop a plan, as appropriate, to update, modify, and/or expand media and exhibits.		X			X	contractor, Historic Ellicott City, Preservation Howard County, historical societies, Howard County and Baltimore County Departments of Recreation and Parks, PVSP	assessment (\$15,000)	grant funding	completion of assessment and plan	Heritage Product Development, Sustaining Regional Identity

2.4 Interpretation Management Actions – Programs and Events

2.4.1a	Develop a series of travel itineraries linking multiple heritage resources to key interpretive themes of the heritage area.			X		X	contractor, Historic Ellicott City, Preservation Howard County, historical societies, Howard County and Baltimore County Departments of Recreation and	staff time, unpaid student internship (graphics), text and images (\$10,000), printing (\$10,000)	grant funding	distribution of travel itineraries	Heritage Product Development, Sustaining Regional Identity
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APPENDIX C: PATAPSCO HERITAGE AREA – MID- AND LONG-TERM MANAGEMENT ACTIONS

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category	
					PHG In-House	Collaboration						
							Parks, PVSP, UMBC					
2.4.1b	Make the itineraries available in downloadable online format, suitable for both in-person use and “virtual visitors.”			X	X			staff time, internship, pro bono	grant funding	implementation on website	Heritage Product Development, Sustaining Regional Identity	
2.4.1c	Explore ways in which users of the PHA website could create custom itineraries based on themes, location, and interest; implement custom itineraries, if feasible.			X		X	contractor	staff time, internship, pro bono, website development (\$15,000)	MHAA grant	implementation on website	Heritage Product Development, Sustaining Regional Identity	
2.4.1d	Support heritage partners to enhance their existing tours and to develop new heritage tours.		X			X	Historic Ellicott City, Preservation Howard County, historical societies, Howard County and Baltimore County Departments of Recreation and Parks, PVSP	staff time, internship, pro bono	PHG operating funds	submission of successful grant applications for enhanced or new tours	Heritage Product Development, Sustaining Regional Identity	
2.4.2a	Host a semi-annual (every two years) PHA event at a heritage resource site within the heritage area.		X			X	heritage partners	staff time, internship, pro bono	PHG operating funds	hosting of semi-annual events	Heritage Product Development, Sustaining Regional Identity	
2.4.3a	Support heritage partners with efforts to reconstruct and interpret an 18 th century mill within one of PHA’s heritage communities.		X			X	Historic Ellicott City	staff time, internship, pro bono	PHG operating funds	actions to support partner efforts to reconstruct and interpret a mill	Sustaining Regional Identity, Heritage Product Development, Partnership Building	
2.4.3b	Involve Patapsco Valley State Park (PVSP) (MD DNR) in developing the heritage area’s comprehensive interpretive plan, including identification of stories to be told at the park and needed interpretive media and programs. (also see action 4.1.1a)		X			X	contractor, PVHP, Friends, of PVSP, Howard and Baltimore County Departments of Recreation and Parks, historical societies, heritage partners, stakeholders	staff time, internship, pro bono, CIP development (\$25,000)	PHG operating funds, MHAA grant	completion of a comprehensive interpretive plan (CIP) with involvement of PVSP (MD DNR)	Sustaining Regional Identity, Heritage Product Development	
2.4.3c	Provide assistance with development of interpretive media and implementation of interpretive programs in Patapsco Valley State		X			X	PVSP, Friends of PVSP	staff time, internship, pro bono	PHG operating funds	actions to support implementation of interpretive media	Sustaining Regional Identity, Heritage Product	

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					PHG In-House	Collaboration					
	Park (PVSP) (MD DNR), as identified in the comprehensive interpretive plan.									and programs at PVSP	Development
2.4.3d	Collaborate with Patapsco Valley State Park (PVSP) (MD DNR) and CSX to develop a viewing platform for the Thomas Viaduct.		X			X	contractor, PVSP, Friends of PVSP	staff time, internship, pro bono, design and construction	PHG operating funds; grant funding	development of a viewing platform for the Thomas Viaduct	Sustaining Regional Identity, Heritage Product Development
2.4.3e	Involve Howard and Baltimore County Departments of Recreation and Parks in developing the heritage area’s comprehensive interpretive plan, including identification of stories to be told at parks and needed interpretive media and programs.		X				X contractor, PVHP, Friends, of PVSP, Howard and Baltimore County Departments of Recreation and Parks, historical societies, heritage partners, stakeholders	contractor (\$25,000)	MHAA grant	completion of a comprehensive interpretive plan (CIP) with involvement of county parks departments	Sustaining Regional Identity, Heritage Product Development
2.4.3f	Provide assistance with development of interpretive media and implementation of interpretive programs in county parks, as identified in the comprehensive interpretive plan.		X				X Howard County Department of Recreation and Parks, Baltimore County Department of Recreation and Parks	staff time, internship, pro bono	PHG operating funds	submission of successful grant applications for development of new interpretive media and programs	Sustaining Regional Identity, Heritage Product Development
2.4.3g	Seek funding to host additional events to share with local communities the stories and portraits of the Library of Congress Local Legacy Project; host events.		X					X staff time, internship, pro bono, event costs (\$5,000)	grant funding	hosting of additional events to share local legacy stories and portraits	Sustaining Regional Identity, Heritage Product Development
2.4.3h	Encourage partners to develop interpretive media and programs that tell the stories of African Americans in the Patapsco Valley.		X				X Benjamin Banneker Historical Park and Museum, Ellicott City Colored School, Winters Lane African American Mini Museum	staff time, internship, pro bono	PHG operating funds	use of additional interpretive media that tell African American stories	Heritage Product Development, Partnership Building
2.4.3k	Explore opportunities for designating a connecting trail to the Captain John Smith Chesapeake National Historic Trail through the Patapsco Valley.		X				X NPS Chesapeake Bay Office, Chesapeake Conservancy	staff time, internship, pro bono	PHG operating funds	implementation of enhanced interpretive programming along the Captain John Smith	Heritage Product Development, Sustaining Regional Identity

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					PHG In-House	Collaboration						
										Chesapeake National Historic Trail		
3.1 Heritage Tourism Management Actions – Visibility and Audiences												
3.1.2b	Explore options for additional visitor centers in Catonsville and Elkridge; seek funding for the development of additional visitor centers and implement.		X				X	Enjoy Baltimore County, Visit Howard County; heritage partners	staff time, internship, pro bono,	PHG operating funds; grant funding	site selection for one or more visitor centers; opening of one or more visitor centers	Heritage Product Development
3.1.3c	Include on the heritage area website an interactive, GIS-based visitor experience map showcasing heritage area cultural heritage attractions and interpretive sites.		X				X	contractor, Enjoy Baltimore County, Visit Howard County	website development (\$15,000)	PHG operating funds, MHAA grant	creation of a new PHA website	Heritage Product Development, Sustaining Regional Identity
3.1.3g	Assign a staff member, volunteer, or intern the responsibility of monitoring travel websites and reviews; respond to negative reviews.		X			X			staff time, internship, pro bono	PHG operating funds	regular monitoring of travel websites and reviews	Organizational
3.1.3h	Create a web-based travel guide.		X			X		contractor	staff time, internship, pro bono, initial travel guide (\$10,000)	grant funding	completion of travel guide	Heritage Product Development, Sustaining Regional Identity
3.1.3i	Develop a series of brief videos that use the interpretive framework to provide information on PHA and its resources; distribute the videos through the PHA website and a dedicated PHA YouTube channel.		X			X		contractor	video production (\$7,500)	grant funding	implementation on website and YouTube, implementation at heritage partner sites	Heritage Product Development, Sustaining Regional Identity
3.1.4a	Work with destination marketing organizations to include research elements in their regular research protocols in order to inform heritage area marketing decisions.		X				X	Enjoy Baltimore County, Visit Baltimore, Ellicott City Historic District Partnership	staff time, internship, pro bono	PHG operating funds	completion of research needed to inform PHA marketing decisions	Partnership Building
3.1.4d	Complete a marketing plan for the heritage area; implement recommended actions.		X				X	contractor, Visit Howard County, Enjoy Baltimore County	marketing plan (\$25,000), plan implementation (TBD)	grant funding (for plan), MHAA marketing grant (for plan implementation)	completion of marketing plan, implementation of marketing plan components	Organizational
3.1.4e	Use travel itineraries and tours (see actions 2.4.1a, b, c, d) to promote thematic touring in Baltimore.		X				X	contractor, Historic Ellicott City, Preservation Howard County,	staff time, internship, pro bono, text and images (\$10,000),	grant funding	distribution of travel itineraries	Heritage Product Development, Sustaining Regional Identity

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					PHG In-House	Collaboration						
							historical societies, Howard County and Baltimore County Departments of Recreation and Parks, PVSP, UMBC	printing (\$10,000)				
3.1.5a	Provide Visit Howard County and Enjoy Baltimore County with messaging and interpretive materials that allow them to easily fold heritage area marketing into their regular work.		X				X	Visit Howard County, Enjoy Baltimore County	staff time, internship, pro bono	PHG operating funds	completion and distribution of messaging and interpretive materials	Partnership Building, Sustaining Regional Identity
3.1.5b	Seek advice and guidance from Visit Howard County and Enjoy Baltimore County on PHA's annual work plan and incorporate their recommendations; share PHA's annual work plans and annual reports reciprocally with Visit Howard County and Enjoy Baltimore County.		X				X	Visit Howard County, Enjoy Baltimore County	staff time, internship, pro bono	PHG operating funds	advise sought and incorporated	Partnership Building, Sustaining Regional Identity
3.1.6a	Serve as the champion for heritage partners' grant applications by working with partners to strengthen their applications and by providing support letters.		X				X	all eligible applicants	staff time, internship, pro bono	PHG operating funds	completion of successful grant applications	Partnership Building
3.1.6c	Determine how to track economic impact via investments made in the Patapsco Valley's tourism product; track economic impact; track economic impact.		X				X	Visit Howard County, Enjoy Baltimore County	staff time, internship, pro bono	PHG operating funds	completion and distribution of messaging and interpretive materials	Partnership Building, Sustaining Regional Identity
3.1.6d	Include economic impact information in the heritage area's annual report and share that report broadly.		X			X			staff time, internship, pro bono, annual report printing (minimal cost)	PHG operating funds	inclusion of economic impact information in PHG annual report	Organizational
3.1.7a	Collaborate with partners to develop and implement annual, mutually beneficial strategies for cooperative advertising, ad placement in individual visitor guides, and other promotional tactics to gain recognition and market share for the heritage area.		X				X	Visit Howard County, Enjoy Baltimore County, Maryland Office of Tourism Development	staff time, internship, pro bono, ad placement (cost TBD)	PHG operating funds	development and implementation of mutually beneficial marketing actions	Partnership Building

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					PHG In-House	Collaboration						
3.2.1c	Provide training to heritage area partner staff and volunteers on what the heritage area is and how visitors and residents can best experience it.		X				X	heritage partner staff	staff time, internship, pro bono, printed materials (minimal cost)	PHG operating funds	provision of training to heritage partner staff, frontline staff more informed about PHA	Partnership Building
3.2.1d	Support efforts to establish additional visitor centers.		X				X	heritage partners, stakeholders	staff time, internship, pro bono	PHG operating funds	forward movement on development of new visitor centers	Partnership Building
3.2.1e	Explore opportunities to promote the heritage area and its heritage resources with an exhibit or kiosk installation at Baltimore-Washington International Thurgood Marshall Airport (BWI).		X			X		Maryland Aviation Authority, Maryland Office of Tourism Development, Visit Howard County	exhibit development and fabrication (TBD)	grant funding	installation of exhibit at BWI Airport	Heritage Tourism Product Development, Sustaining Regional Identity
3.2.2a	Identify priority locations where orientation exhibits would be most beneficial; design, fabricate, and install orientation exhibits for priority locations.		X				X	Enjoy Baltimore County, Visit Howard County, PVSP, Friends of PVSP, heritage partners, historical societies, stakeholders	staff time, internship, pro bono, exhibit development, fabrication, and installation (TBD)	grant funding	installation of orientation exhibits at sites throughout PHA	Heritage Tourism Product Development, Sustaining Regional Identity
3.2.3a	Inventory orientation and wayfinding signage within the heritage area and identify issues related to sign proliferation, clarity, and other relevant considerations.		X				X	contractor, Enjoy Baltimore County, Visit Howard County, PVSP, Friends of PVSP, heritage partners, historical societies, stakeholders	signage inventory (\$7,500)	grant funding	inventory of PHA signage, identification of signage issues	Heritage Tourism Product Development, Sustaining Regional Identity
3.2.3b	Develop heritage area orientation and wayfinding signage guidelines.		X				X	contractor, Enjoy Baltimore County, Visit Howard County, PVSP, Friends of PVSP	guidelines (\$15,000)	grant funding	development of orientation and wayfinding signage guidelines	Heritage Tourism Product Development, Sustaining Regional Identity
3.2.3c	Establish priorities for orientation and wayfinding signage installation.		X				X	Enjoy Baltimore County, Visit Howard County, PVSP, Friends of	staff time, internship, pro bono	PHG operating funds	establishment of new signage priorities	Heritage Tourism Product Development, Sustaining

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					PHG In-House	Collaboration					
3.2.3d	Obtain funding to design, fabricate, and install priority orientation and wayfinding signage.		X			X	PVSP	staff time, internship, pro bono, signage design, fabrication and installation (TBD)	grant funding	installation of orientation and wayfinding signage throughout PHA	Heritage Tourism Product Development, Sustaining Regional Identity
3.3 Heritage Tourism Management Actions – Heritage Communities											
3.3.1a	Develop a toolkit that heritage communities can use to partner with the heritage area, Visit Howard County, and Enjoy Baltimore County in order to promote their programs and activities.			X		X	contractor, Enjoy Baltimore County, Visit Howard County	toolkit (TBD)	grant funding	develop of toolkit for DMO partner use	Heritage Tourism Product Development, Sustaining Regional Identity
3.3.1b	Explore the idea of training “heritage ambassadors” as a means of connecting heritage communities with the heritage area, residents, and visitors.		X				heritage partners, stakeholders	staff time, internship, pro bono, printed materials (minimal cost)	PHG operating funds	implementation of a “heritage ambassador” program	Heritage Product Development, Partnership Building
3.3.1c	Publicize heritage communities to visitors and residents by featuring them in interpretive, marketing, and promotional materials, and on the heritage area website.		X				Enjoy Baltimore County, Visit Howard County, heritage communities	staff time, internship, pro bono	PHG operating funds	increase in awareness of heritage communities	Sustaining Regional Identity, Partnership Building
3.3.2a	Develop and implement a program that provides a venue for businesses to market themselves to the cultural heritage traveler; designate the program as the heritage area’s official quality stamp of approval for providing unique Patapsco Valley experiences for travelers and residents.			X		X	Enjoy Baltimore County, Visit Howard County, heritage partners, heritage tourism businesses	staff time, internship, pro bono, printing (\$1,000 annually)	PHG operating funds	program participation by attractions and heritage tourism businesses	Heritage Tourism Product Development, Partnership Building
3.3.2b	Through the heritage area’s website, encourage heritage tourism businesses to take advantage of Maryland Heritage Area Authority loans for capital projects and business development.		X				heritage tourism businesses	staff time, internship, pro bono	PHG operating funds	applications by heritage tourism businesses for MHAA support	Partnership Building
3.3.2c	Consider creating a PHA product line with businesses and local partners; seek advice and guidance and potentially partner with Maryland Traditions on the effort.		X				Enjoy Baltimore County, Visit Howard County, business community, Maryland Tradition	staff time, internship, pro bono, product line (TBD)	PHG operating funds	private investment potential	Heritage Tourism Product Development, Partnership Building, Sustaining Regional Identity

APPENDIX C: PATAPSCO HERITAGE AREA – MID- AND LONG-TERM MANAGEMENT ACTIONS

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category	
					PHG In-House	Collaboration						
3.3.2d	Extend the “heritage ambassadors” program (see action 3.3.1b) to businesses in order to encourage visitor-serving businesses to positively represent the heritage area.		X				X	heritage partners, stakeholders, heritage tourism businesses	staff time, internship, pro bono, printed materials (minimal cost)	PHG operating funds	implementation of a “heritage ambassador” program	Heritage Product Development, Partnership Building
3.3.3a	Assess heritage area partner training needs and identify what form of training or technical assistance will be most helpful; identify other organizations that may already provide these forms of training.			X		X		contractor, heritage partners	staff time, internship, pro bono, training (\$5,000 annually)	grant funding	determination of training needs, implementation of training program	Partnership Building
3.3.3b	Provide a certification program for heritage area tour guides that includes incentives for their participation as well as ongoing opportunities for re-certification and additional training.			X		X		contractor, PHA tour guides	staff time, internship, pro bono, training (\$5,000 annually)	grant funding	development and implementation of certification program	Partnership Building

4.2 Heritage Recreation Management Actions – Trails

4.2.1h	Support efforts to provide a trail linking the heritage area with BWI Airport		X				X		staff time, internship, pro bono	PHG operating funds	development of trail link	Heritage Tourism Development, Partnership Bldg
4.2.1i	Collaborate with Patapsco Valley State Park (PVSP) (MD DNR) to develop a trail link from Avalon to the Baltimore Harbor.		X				X		staff time, internship, pro bono	PHG operating funds	development of a trail link	Heritage Tourism Development, Partnership Bldg

5.6 Organizational Management – Planning and Evaluation

5.6.1c	In 2017, complete a strategic plan, including a review of programs and activities and reevaluation of management priorities. Update the strategic plan every three years thereafter.		X				X		staff time, internship, pro bono	PHG operating funds	development of a strategic plan	Organizational
5.6.1d	As appropriate, following amendment(s) to the heritage area boundaries (see action 5.6.4a), amend the long-term heritage area management plan and the five-year management plan			X			X		staff time, internship, pro bono	PHG operating funds	amendment of the long-term management plan and five-year plan, as needed	Organizational
5.6.4a	Every five years, review the heritage area boundary for purposes of assessing the need for a boundary amendment; devise a plan and process for securing an amendment, as appropriate, given MHAA procedures in place at that time.			X			X		staff time, internship, pro bono	PHG operating funds	assessment of need for a boundary amendment, completion of amendment	Organizational

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Planning Team Members

Patapsco Heritage Greenway, Inc. – Board of Directors

John Slater, President

Mark Charles, Vice President – History

Tim Titus, Vice President – Environment

Kit Valentine, Vice President – Recreation and Trails

Kathy Younkin, Secretary

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Lee Moser

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Steve Stannard

Charles Wagandt

Lisa Wingate

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Peggy Clark

Amanda Hof

Ann Coren

Beth Burgess

Patapsco Heritage Greenway, Inc. – Staff

Betsy McMillion

Contractors

Elizabeth Clarke

Michael Clarke

Kelly Ream, AICP, Wallace Roberts and Todd, LLC.

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