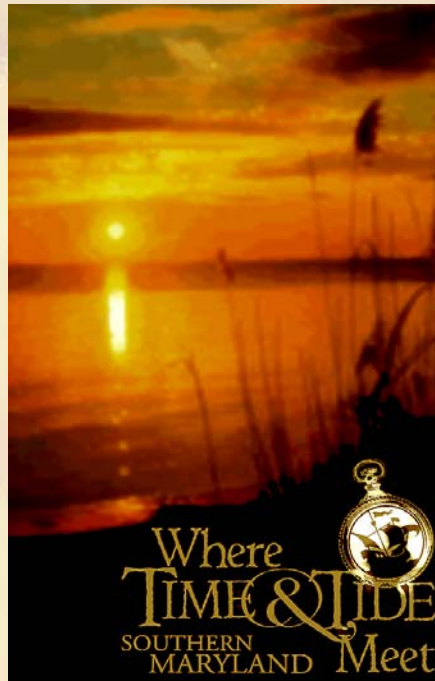


The Southern Maryland Heritage Area



Heritage Tourism Management Plan

Prepared for the Southern Maryland Heritage Area
Tourism Management Plan Steering Committee

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April 2003

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Southern Maryland Heritage Area Tourism Management Plan

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- Appendix B: Survey of Heritage Organizations
- Appendix C: Visitor Services/Business Questionnaire
- Appendix D: Project Assessment and Evaluation Criteria
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Section 4: Defining the Heritage Area

The proposed Maryland “Certified Heritage Area” (CHA) encompasses approximately 200,000 acres in Charles, St. Mary’s and Calvert counties (see Map 5-1). It is an area rich in historical and cultural resources and scenic beauty. The key historic places and or key communities located within the region’s eleven cells or clusters which define the Heritage Area boundary include the Towns of Port Tobacco, Indian Head, and Port Tobacco and the village of Benedict within Charles County; the Towns of Chesapeake Beach, North Beach, Solomon’s Town Center and Prince Frederick Town Center in Calvert County; and the Town of Leonardtown, St. Clements Island, Piney Point, Point Lookout, and the Patuxent Naval Air Station in St. Mary’s County.

The Certified Heritage Area Boundary

The CHA boundary builds on the original “heritage area” boundary shown for the region in it’s application to the Maryland Heritage Areas Authority (MHAA) for status as a “Recognized Heritage Area” (RHA). The original RHA boundary included the entire land area of all three counties due to the dispersion of historic and cultural resources throughout the region.

The revised boundaries proposed as part of this plan, greatly reduce the land area proposed for certification to the eleven distinct clusters identified on Map 5-1. The delineation of each cluster was strongly influenced by the presence of a concentration of heritage resources, the presence of existing or proposed interpretive facilities, the amount of land protected by federal or state ownership or by easements established through the County’s evolving land preservation and Rural Legacy Programs. The availability of facilities to support the needs of visitors in the form of accommodations, restaurants, and other visitor amenities also influenced the configuration of the various clusters. A key goal of the Heritage Tourism Management program was not only the definition of these clusters but also the corridors shown on Map 5-1. These corridors link communities, recreational areas, and rural areas through scenic byways, water access, trails and pathways. The corridors, in combination with the various clusters, are defined to support a broader range of visitor experiences and to link various clusters between and among the three counties.

The revised CHA boundary was determined based on a number of considerations. First among these are the results of workshops conducted as part of the Management Plan preparation process, wherein, the members of the Steering Committee directing the development of this plan showed a strong preference for the “Clusters and Corridors” concept.









The presence of interpretive facilities, key natural areas, historical and archaeological resources, and recreation amenities also influenced the delineation of the Boundary (See Section 2, Map 2-1, and Section 4, Maps 4-1 through 4-3). In some cases revisions to the shape and form of several clusters were made based on the recommendations of county and municipal representatives and organizations pursuing natural and/or heritage resource protection projects.

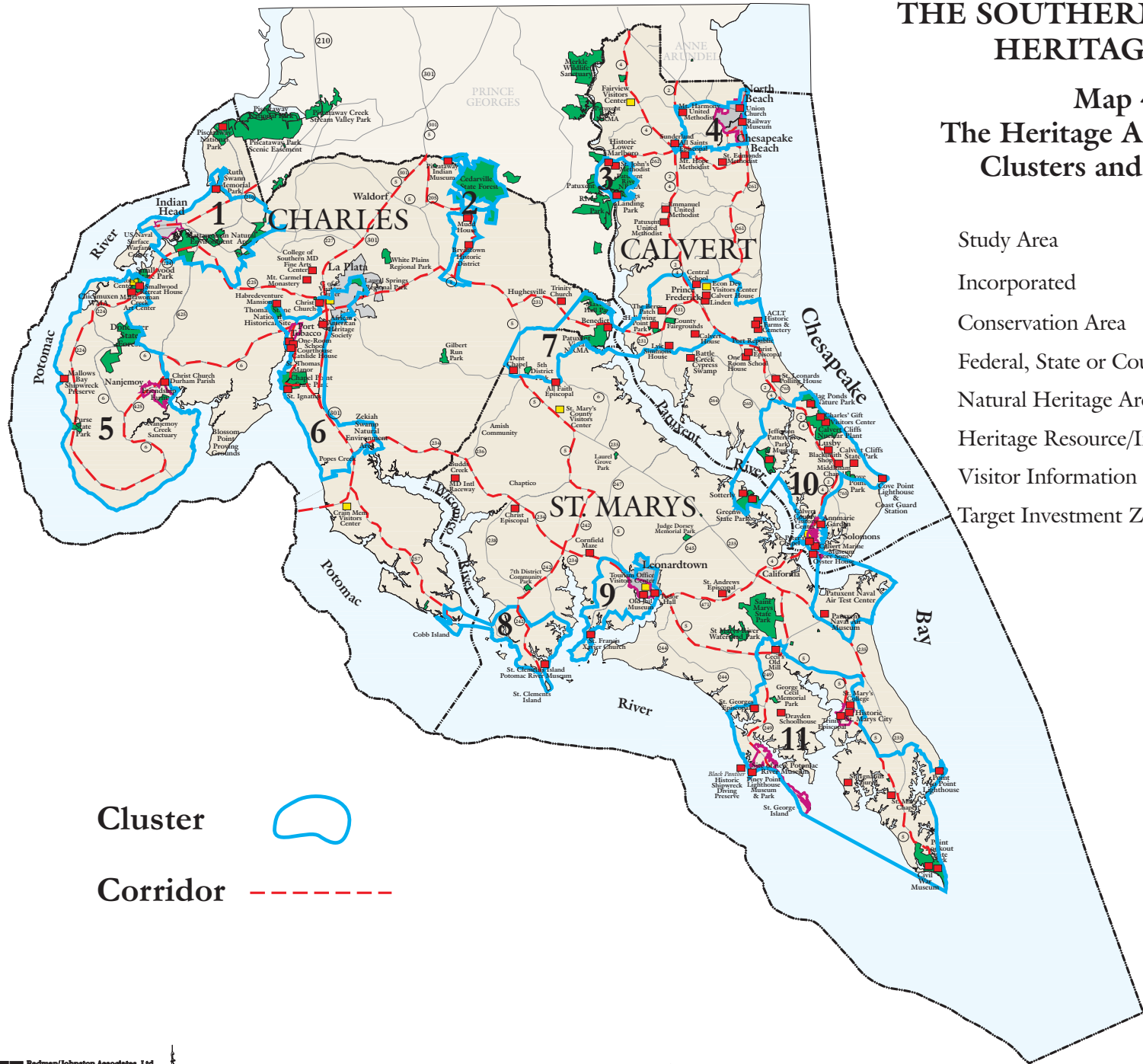
The actual location of the CHA boundary line often follows identifiable or visible features, such as roads and shorelines. The determination of which road boundaries were used was based on consideration of the scenic qualities of the road and/or the number of historical resources or key conservation and/or preservation lands it encompassed. Among the key natural features incorporated are the shorelines of the region's rivers and open water areas of the Chesapeake Bay.


Detailed maps delineating the boundary for each individual cluster have been prepared in digital format using Maryland Property View to assure that boundaries correspond to parcels as represented on County tax maps. This mapping procedure assures that each County will be able to clearly determine which properties are located within the region.


THE SOUTHERN MARYLAND HERITAGE AREA

Map 4-1
The Heritage Area Boundary
Clusters and Corridors

- Study Area 
- Incorporated 
- Conservation Area 
- Federal, State or County Park 
- Natural Heritage Area 
- Heritage Resource/Interpretive Site 
- Visitor Information Center 
- Target Investment Zone 



Cluster 

Corridor 

Section 5: Key Themes and Interpretive Structure

Telling the Southern Maryland Story

The Southern Maryland Heritage Area Steering Committee hosted a series of public workshops in November and December of 2001 in Calvert, Charles, and St. Mary's Counties. At each workshop, community organizations and county residents were invited to participate in discussions of what key heritage themes best told the "story" of Southern Maryland. Participants were divided into work groups to brainstorm ideas, and responded with dozens of major and minor storylines. The majority agreed that nature or eco-tourism, colonial settlement, agriculture/tobacco, war and conflict, maritime history, religion, native American and African American history are the predominant elements of the region's identity and that all three counties have an abundance of significant resources to support these as key heritage themes for the region.

These resources reflect Maryland's beginnings, from 17th-century European settlement and the earliest footholds of religious freedom, to the booming prosperity of 18th- and 19th-century tobacco plantations and the unique culture of the Bay's watermen and boat builders. Visitors to this region can trace Maryland's beginnings through these resources, as well as the prehistoric culture of the Chesapeake Bay region.

While many of the Southern Maryland Heritage Area key themes have formed the backbone of the region's heritage tourism development programs in the past, some of these themes, notably nature tourism and African American history, offer opportunities for new initiatives to support growth in heritage tourism. Each theme represents an important component of the region's history and development and serves as a basis for formulating the wide range of projects and actions to be taken to promote heritage tourism in the region that are identified in later sections of this plan. A brief discussion of each of the key themes that will be used to tell the Southern Maryland story follows.

- **Colonial Settlement: Maryland's Beginnings**

The Southern Maryland Region, and in particular St. Mary's County, holds the distinction of being the point of the first European contact and settlement in Maryland. The Ark's and the Dove's landing at St. Clement Island marks Maryland's beginnings. This very significant event had an impact on the Native American culture and population as settlement expanded. Settlement of Maryland under Lord Baltimore was based on religious tolerance, and the subsequent building and preservation of churches and their impact on early colonial government is part of the Colonial Settlement theme. A number of existing resources and interpretive venues in the region tell the story of colonial settlement. They include St. Clement Island, St. Mary's City, Sotterley Plantation, Jefferson Patterson Park and Museum, Port Tobacco, and Thomas Stone National Historic Park.

- **Native American Heritage**

Fossil records and archeological traces, dating as far back as 10,000 B.C. provide evidence of the Paleo-Indian, the Early, Middle and Late Archaic periods of human occupation in Southern Maryland. The Piscataway Tribes which occupied the region during European contact and settlement offered much support to the colonists, yet suffered displacement as colonization progressed through the 1600's. The Woodland Indian Hamlet at Historic St. Mary's City and Piscataway Indian Museum near Waldorf, and exhibits at Jefferson Patterson Park and Museum are key interpretive venues that explore this theme. The Town of Indian Head and other places along the shores of the region's tidal waters feature archeological sites which provide information about the culture and impact of these first inhabitants of Southern Maryland. Descendants of these early native Americans continue to reside in the region today.

- **Agriculture/Tobacco Culture**

Agriculture and many years of a tobacco-based economy have shaped the Southern Maryland cultural landscape as we see it today. A few village centers, large plantation tracts with water access, and the many tobacco barns that dot the region are all part of the rural landscape of the region. Most of the plantation house museums of the region interpret components of the era of the tobacco based economy, including Friendship House, General William Smallwood House Museum, the Thomas Stone National Historic Site, and Sotterley Plantation. Calvert County has highlighted its tobacco barns by publishing a brochure identifying the basic barn types represented in a Tobacco Culture Survey, the documentation for which is stored at the Calvert Marine Museum. A 19th-Century tobacco barn houses the Information Center at the Calvert Cliffs Nuclear Power Plant Visitors Center. Opportunities remain, however, to better promote this theme and to better link these interpretive facilities to enhance the visitor experience. The need for protection of tobacco based resources as a key component of the landscape will represent a challenge to the region in the face of the industry's demise and the State's buy-out program.

- **War and Conflict**

Southern Maryland was greatly affected by the American Revolution and the War of 1812. For almost the entire period, the British Navy controlled the waters of the Chesapeake. British war ships first appeared in 1774 off of Point Lookout, heading for St. George's Island. Trade became a high risk activity and because of Southern Maryland's accessibility, surrounded and intersected by the waters of the Potomac and Patuxent rivers and the Chesapeake Bay, vessels made easy prey for British ships. The region contributed not only supplies but also men, who acquitted themselves with pride from the "Battle of Long Island" in 1776 to the "Battle of St. Leonard's Creek" in the summer of 1814.

During the Civil War, Southern Maryland landowners sympathized with the Confederate cause—in large part because the agrarian economy was more closely allied to the economy of the

South. Slaves in the three counties constituted more of the population than did the land owners. While the Civil War interrupted commerce and industry throughout the state, its affects were devastating on Southern Maryland's way of life and its economy.

The theme of war and conflict is limited to the interpretive programs of several museums, including the General William Smallwood House, Calvert Marine Museum, the Naval Air Test and Evaluation Museum, and Point Lookout State Park, location of Fort Lincoln, a reconstructed Civil War fort. Portrayal of this theme is currently not a strength in the heritage region. The Maryland Historical Trust (Exhibit Services Program) has developed a list of sites and identified the historical events that will interpret the War of 1812 by presenting individual stories in a connected fashion. Supported by the three counties, the Maryland's Office of Tourism Development has placed a high priority on this initiative.

- **Maritime Culture**

The maritime theme reflects the tradition of the waterman's life from the 19th-Century peak of the industry to the dwindling fisheries industry of today. Maritime communities such as Broome's Island, Benedict and Piney Point form an essential part of the area's heritage. The Calvert Marine Museum in Solomons has a special focus on maritime history and estuarine life. The museum operates cruises on the Chesapeake Bay bugeye, the "William B. Tennyson" and interprets the Drum Point and Cove Point Lighthouses. The Joseph C. Lore and Sons Oyster House features artifacts of the seafood industry. Piney Point Lighthouse Park and Museum on the Potomac River, the Chesapeake Bay Lab on St. George's Island which operates cruises on an authentic skipjack, and Naval Air Test and Evaluation Museum on the Patuxent River bring the interpretive stories of Southern Maryland's maritime heritage resources into the 20th-Century. Mallows Bay is renowned as the largest ship graveyard in the U.S. Maryland's first historic shipwreck preserve of a German U-boat at Point Lookout is open to the public under a joint, state, county and U.S. Navy program.

The maritime culture is portrayed through a number of special events in the region including seafood festivals, waterfront tours, naturalist led fossil hunting expeditions along creeks, and a fall foliage boat tour. St. Clement's and Solomons hold an annual Blessing of the Fleet. The Calvert Marine Museum holds "Patuxent River Appreciation Days" and St. Mary's County holds an annual National Oyster Festival, while Solomon's Island hosts a bike and hike event. Opportunities need to be pursued to interpret the importance of Steamboat Landings and wharves which dotted the region's landscape in the 19th and early 20th century and broaden interpretation of the many lighthouses in the region.

- **Religion**

Religion and religious conflict are key elements in the cultural and political history of Southern Maryland. The careful separation of Protestant and Catholic traditions of worship on the voyage of the Ark and Dove and during the earliest years of colonial settlement in Southern Maryland were crucial to the formation of St. Mary's City as the capital of the new colony and to the survival of the colony itself. These efforts and the challenges that continually threatened them are well documented in exhibits and interpretive programs at both Historic St. Mary's City and the St. Clements Island/Potomac River Museum. In Charles County, St. Ignatius Church and Mt. Carmel Monastery are significant landmarks of the establishment of the Catholic Church in Maryland. The histories of the churches that were founded throughout the region in this time period (1634-1694) have been documented by numerous regional interpretive facilities and educational institutions, and by the churches themselves, and have been integrated into existing visitor support materials, including brochures that map and describe historic religious structures and sites, religious-theme driving tours, and interpretive roadside markers located at historic churches and church sites.

Further interpretation of the role that religion played in Southern Maryland, particularly in the time period when its most significant effects were felt, has also been woven into regional exhibits and events that depict 17th and 18th century colonial life, as one facet of the social and cultural world of Maryland's early settlements.

Although religion is a key theme and important part of the Southern Maryland story, the substantial amount of existing interpretation of the religious history of the region precludes the need to develop significant new projects to address this facet of colonial life. Consequently, the religious-theme projects that have been developed in the Management Plan are designed to enhance the existing religious-theme interpretive programs and projects that are already in place in the region, and have been proposed within the context of other themes, including Colonial Settlement, Maritime, and Culture and Entertainment. Each of these themes address some aspect of religion's role in Southern Maryland history. Therefore, religion does not appear as a 'stand alone' theme in the proposed projects identified later in this plan but rather is incorporated within several themes.

- **Nature and Eco-Tourism**

Natural areas where experiential tourism can offer growth in heritage tourism abound in the Southern Maryland Region. State and Federally owned lands as well as substantial growth in lands protected by easement in the region assure protection of key natural resources, which in turn, provide substantial opportunities for growth in nature tourism in the region.

Southern Maryland contains a number of natural resources that are ranked nationally as significant habitat areas. Nanjemoy Creek is home to the largest Great Blue Heron rookery on the east coast north of Florida, and the State's second largest population of Bald Eagles. Zekiah

Swamp has been recognized by numerous authorities as one of the most significant ecological areas in the Chesapeake Bay watershed. The Wicomico River, a designated State Scenic River, provides vital habitat for many finfish and wildlife species. The river is also recognized as one of the most productive oyster grounds in the state of Maryland. Battle Creek Cypress Swamp contains the northern most stand of bald cypress trees in the United States. The swamp is estimated to be 10,000 years old; some of the cypress trees still standing in it today are over 1,000 years old. These waterways are accessible to kayakers, birdwatchers, and general nature enthusiasts for self-guided tours, and present many opportunities for guided tours as well as educational and experiential programs.

The presence of a significant Bald Eagle population is one of the region's biggest assets. Washington D.C., located less than an hour away, is visited by millions of travelers each year seeking a connection with the nation's heritage. Southern Maryland is positioned to offer these millions of visitors an opportunity to experience the natural (contrasting with human) history that shaped and fashioned the founding of our nation, while featuring the Bald Eagle, recognized by both domestic and international visitors as a symbol of America.

Nature tourism is a very promising growth industry based on all published studies and reports citing trends in recent years. It was also identified by the region's residents as a theme most supported for development among all themes that can support growth of the heritage tourism industry in the region. Some 25 projects are identified in later sections of this plan that are designed to promote growth in nature tourism opportunities.

- **African American Heritage**

The Southern Maryland Region has lengthy African-American history, which presents many opportunities for historical, education and cultural interpretation. African American figures have been prominent in the history of the region from the arrival of the first settlers on St. Clements Island with Mathias De Sousa, the first African-American elected to serve in a State legislature. The African-American story is also told through life on the tidewater plantations for in 18th and 19th centuries, the Underground Railroad network and Camp Benedict, a training camp for the U.S. Colored Infantry regiments during the Civil War, and Point Lookout, where colored troops were assigned to guard Confederate prisoners.

The region's current interpretive offerings regarding this theme are somewhat limited to the "African-American Heritage Society's Museum and Cultural Center" in La Plata and to Sotterley Plantation, which is recognized for its programs in African-American history. Substantial opportunities exist to broaden interpretive offerings in support of this theme such as exhibits to interpret standing structures such as Drayden African-American Schoolhouse, and the lives of historic African Americans in the region, including Mathias De Sousa, Matthew Henson who accompanied Admiral Peary in 1909 during his expedition to the North Pole, and Josiah Henson (escaped slave and author born in Charles County who served as inspiration for Harriet Beecher Stowe's internationally acclaimed book "Uncle Tom's Cabin"). Many of these new interpretive

initiatives are identified in later sections of this plan.

Section 6: Market Analysis for Heritage Tourism

Location

The Southern Maryland Heritage Area is composed of portions of Calvert, Charles and St. Mary's Counties in Maryland. It is within an hour's drive of Washington, D.C., Baltimore and Annapolis and a two-to three-hour drive from Wilmington, Philadelphia and Richmond. Access to I-95/I-495 (the Capital Beltway) is through interchanges with MD Rt. 210 serving Charles County, MD Rt. 5 serving both Charles and St. Mary's Counties and MD Rt. 4 serving Calvert County. U. S. Route 301, which traverses Charles County, connects the region with Wilmington, Annapolis and Richmond. The area can also be reached by boat from the Chesapeake Bay, the Patuxent River and the Potomac River.

Regional airports in Charles County and St. Mary's County accommodate privately owned planes. The St. Mary's Airport Authority has undertaken a capital expansion program.

A passenger ferry service traverses the Bay from Point Lookout to Smith Island to service tourists. A car ferry service between Southern Maryland and the Eastern Shore continues to be debated.

Economic Context

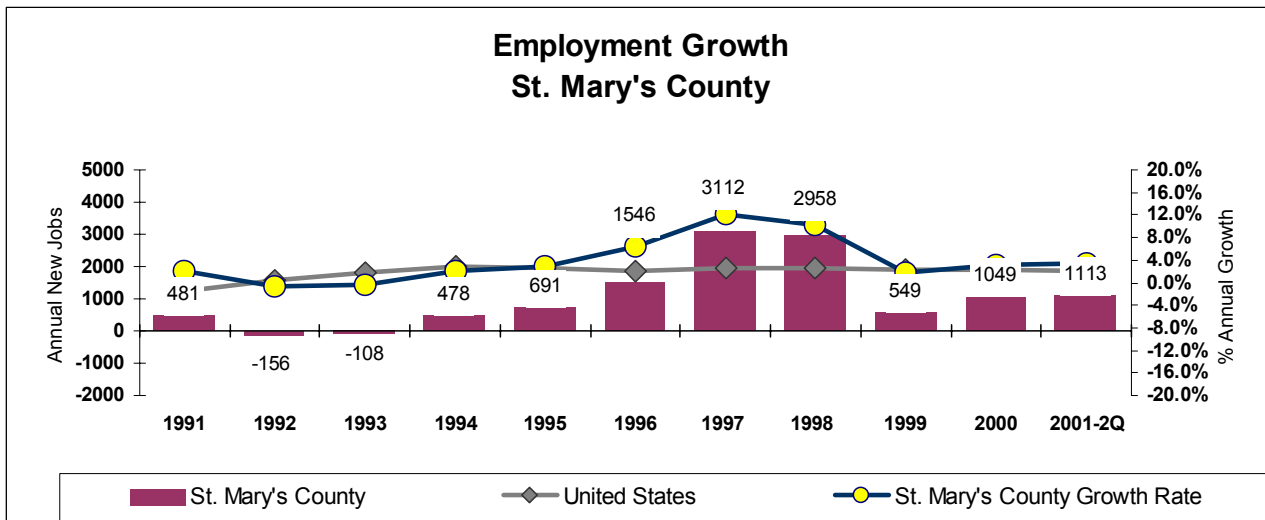
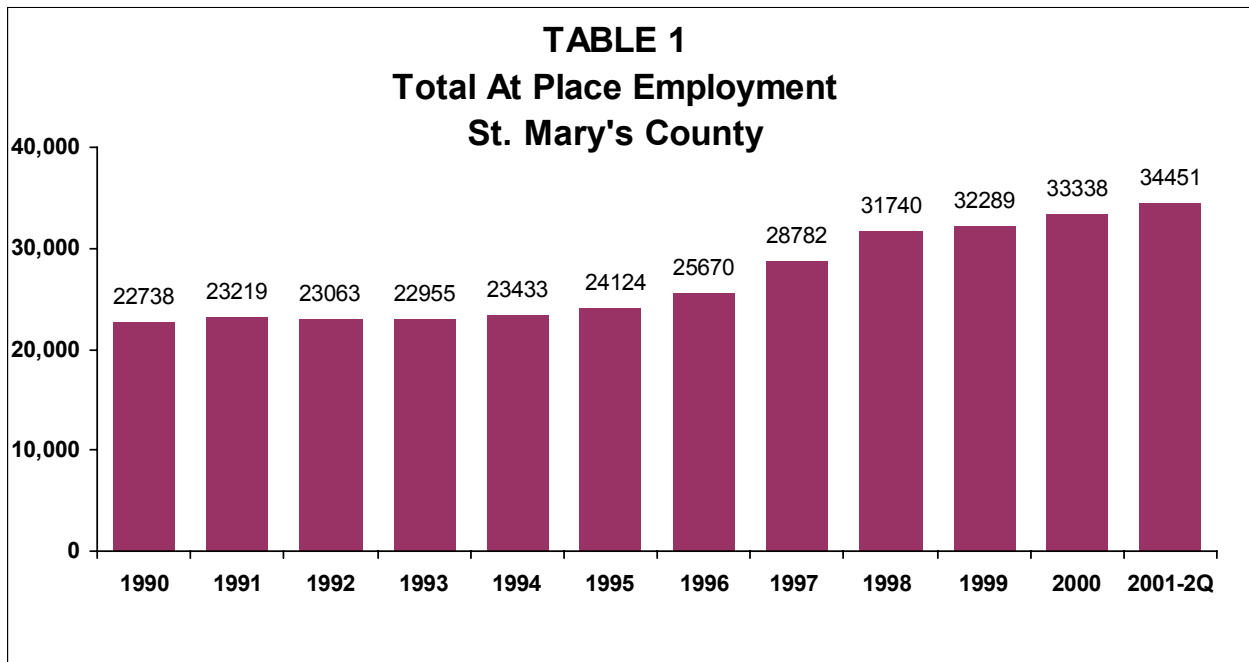
Labor Force and Unemployment

Throughout the last decade, the labor force of the three Southern Maryland counties continued to expand while unemployment rates consistently outperformed state and national levels. By the second quarter of 2001, unemployment rates in all three counties were below 3 percent while the State of Maryland reported a 4.1 percent rate and the United States as a whole exhibited a 4.8 percent rate of unemployment. Calvert County had the lowest unemployment rate of the three counties in 2001—2.3 percent.

Employment By Sector

Unlike the other counties in Southern Maryland, St. Mary's County serves as an employment center for the entire region. From 1996 through the second quarter of 2001, the County's at-place employment grew by 8,691 jobs or by 33.8 percent (Table 1). Almost 70 percent of the County's job growth took place between 1996 and 1998, the time period during which the Patuxent River Naval Air Station (Pax River) expanded significantly. In an effort to consolidate naval aviation research and development activities, the Base Realignment and Closure Commission had recommended in 1995 that over 5,000 military and civilian jobs be relocated to

(*) 2001 data is average of the first 2 quarters.



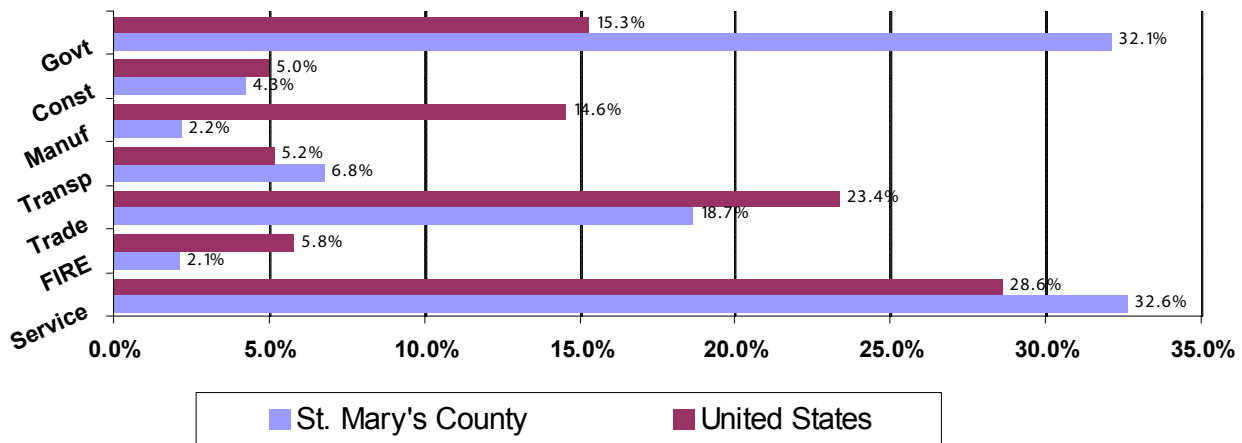
Source: Maryland Department of Labor Licensing and Regulation Bureau of Labor Statistics, Covered Employment and Wages (ES 202)

Pax River from other Navy military facilities in Pennsylvania, New Jersey and Virginia. Many of these jobs were highly skilled and highly paid. Due to the expanding military presence in the area and the nature of research undertaken at the base, St. Mary's County has been experiencing a continuing influx of defense contractors and other high-tech companies. A 1999 study by the Maryland Department of Labor, Licensing and Regulation indicated that 20 percent of St. Mary's

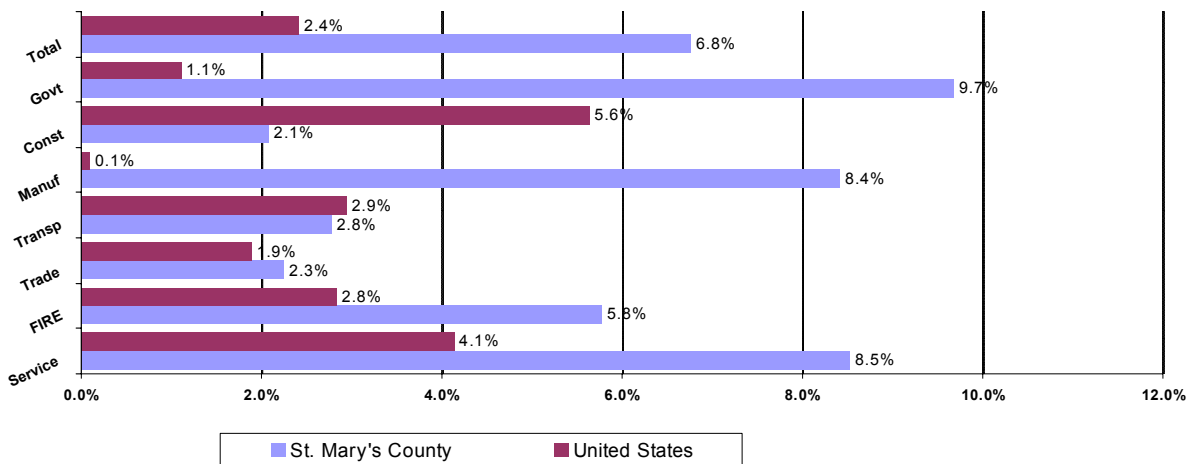
County's employment base was attributable to high-tech firms, the highest proportion of any jurisdiction in the state.

Given the presence of the Naval Air Station in St. Mary's County, government accounted for one-third of its employment base in 2000, compared to 15 percent of the National employment base (Table 2). The service sector, which includes defense contractors and other high-tech companies, comprised another third of St. Mary's County employment. Both sectors have grown at a much higher rate in the County than in the Nation as a whole.

TABLE 2
2000 Employment by Sector
St. Mary's County and United States



Annualized Employment Change by Sector, 1995-2000
St. Mary's County and United States



Of the three Southern Maryland counties, Calvert County has the smallest employment base and functions primarily as a bedroom community for commuters to Baltimore, Washington, Annapolis and nearby Lexington Park (Table 3). Reflective of the County's recent population growth, the largest employment sectors in 2000 were trade in the form of retail services along the RT2/4 corridor (25.9 percent), services (25.8 percent) and government (18.2 percent) (Table 4). Calvert County has taken aggressive action to increase its employment base by increasing business incentives and investing in a new office park in Lusby, Maryland.

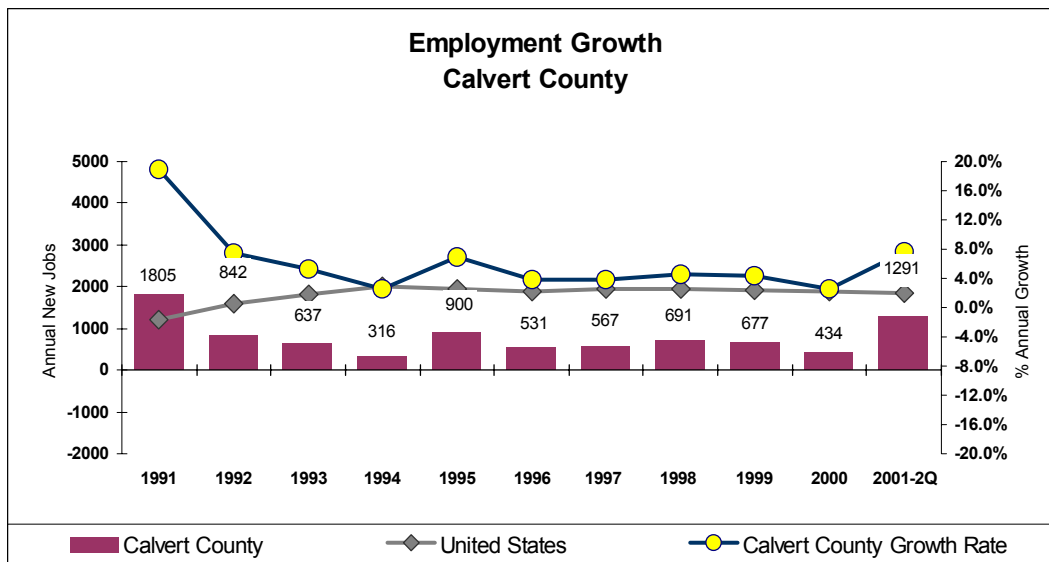
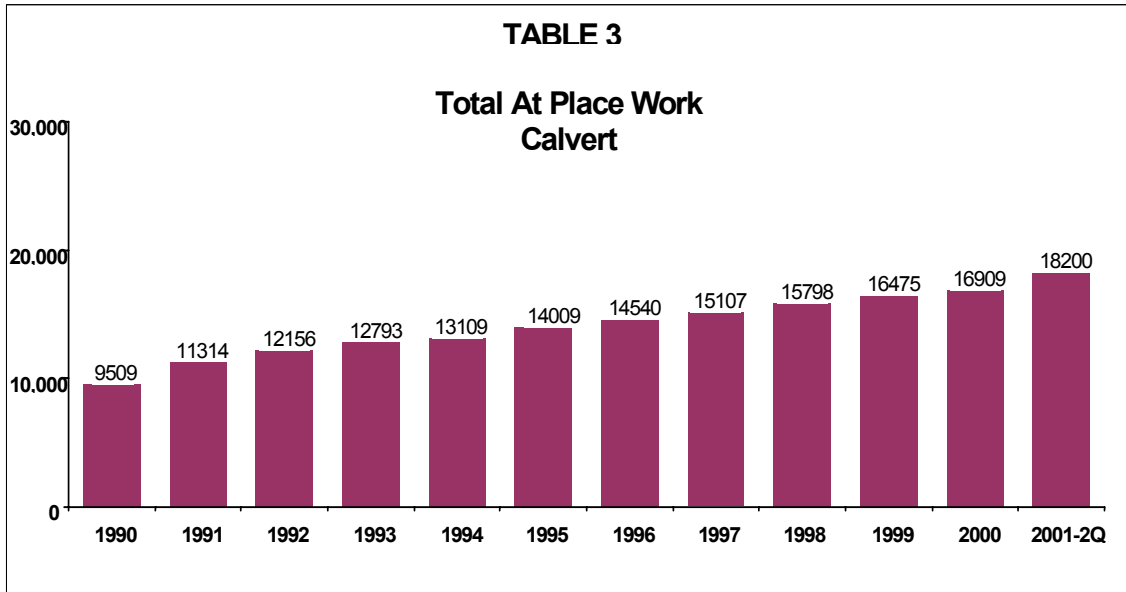
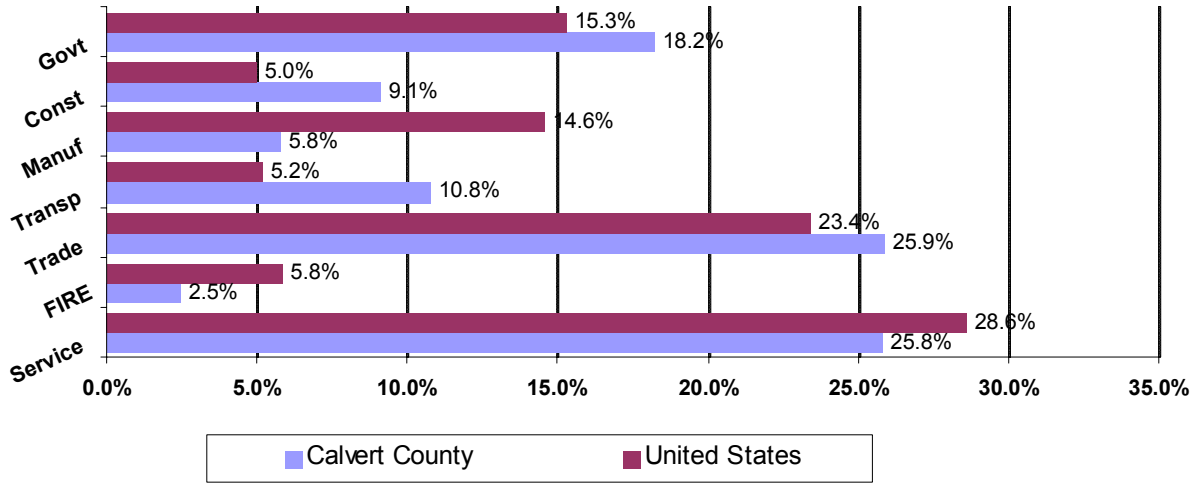
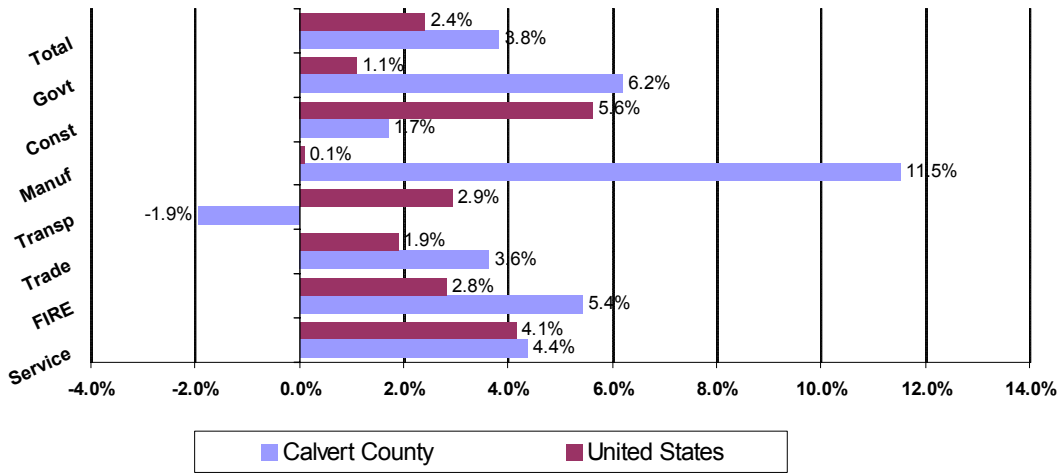


TABLE 4
2000 Employment by Sector
Calvert County and United States



Annualized Employment Change by Sector, 1995-2000
Calvert County and United States



At the end of the 1990's, employment within Charles County remained fairly stable (Table 5). The top three employment sectors in Charles County in 2000 were trade (35.4 percent), government (20.5 percent) and services (19.8 percent); the County exhibited the largest concentration of trade employment of the three counties. The high proportion of government jobs in Charles County was reflective of the expanded presence of the Naval Surface Warfare Center at Indian Head (Table 6).

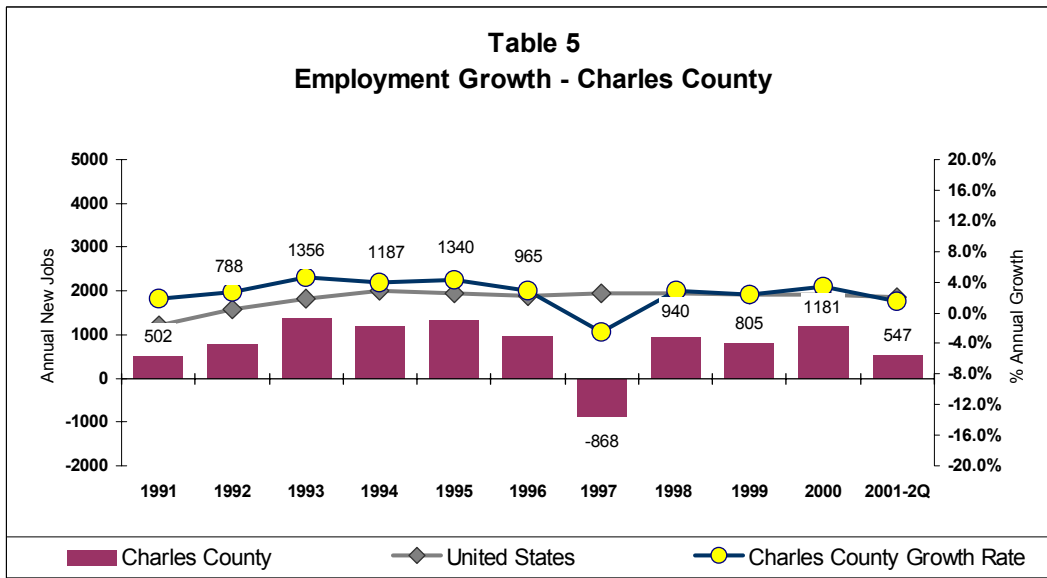
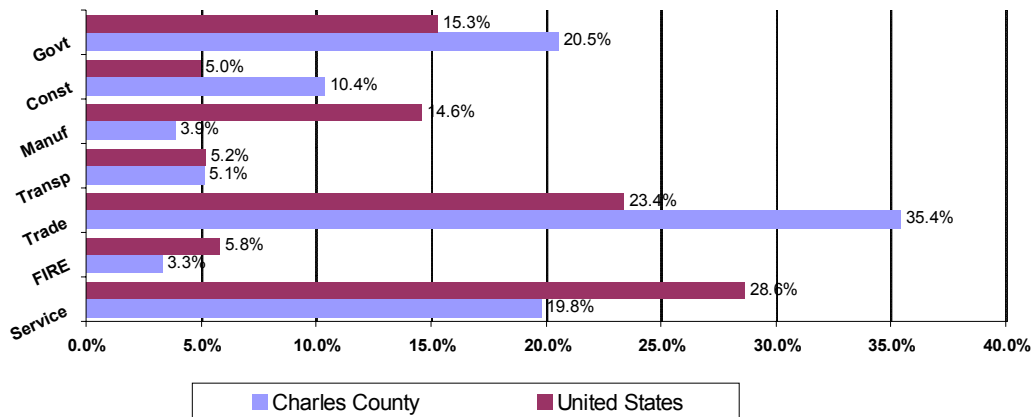
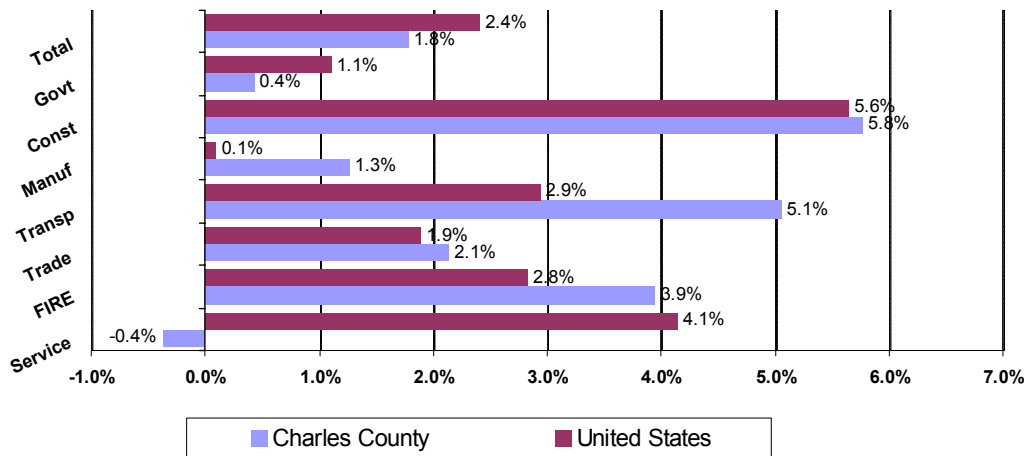


TABLE 6
2000 Employment by Sector
Charles County and United States



Annualized Employment Change by Sector, 1995-2000
Charles County and United States



Growth Trends

Throughout the 1990's, Southern Maryland grew at a faster pace than the State of Maryland as a whole (Table 7). Between 1990 and 2000, the population of Southern Maryland increased by 23.1 percent or 52,820 persons to a total of 281,320 persons, representing 5.3 percent of the State total. During the ten-year period, Southern Maryland households rose by an annual compounded

rate of 2.6 percent to a total of 97,757 households in 2000, also approximately 5 percent of the State total.

Of the three Southern Maryland counties, Calvert County witnessed the fastest rate of growth, experiencing almost a 50 percent gain in both population and households. St. Mary's County's growth rate was the smallest of the three counties and less than one-half the rate of increase of Calvert County (Table 8). In 2000, Charles County with 120,546 persons, or 42.9 percent of the regional total, still remained the largest of the three counties, followed by St. Mary's County with 86,211 persons or 30.6 percent of the total and Calvert County with 74,563 persons or 26.5 percent.

| Table 7 | | | | | | | | | | | |
|---|-------------|-------------|-------------|----------------------------|----------|---------------|----------|----------------------------|----------|---------------|----------|
| Population and Household Growth 1990 to 2010 | | | | | | | | | | | |
| Southern Maryland and Maryland | | | | | | | | | | | |
| | | | | Change 1990 to 2000 | | | | Change 2000 to 2010 | | | |
| Southern Maryland | | | | Total | | Annual | | Total | | Annual | |
| | 1990 | 2000 | 2010 | # | % | # | % | # | % | # | % |
| Population | 228,500 | 281,320 | 334,800 | 52,820 | 23.1% | 5,282 | 2.1% | 53,480 | 19.0% | 5,348 | 1.8% |
| Households | 75,436 | 97,757 | 121,300 | 22,321 | 29.6% | 2,232 | 2.6% | 23,543 | 24.1% | 2,354 | 2.2% |
| Source: Claritas Inc. and Maryland State Data Center. | | | | | | | | | | | |
| | | | | Change 1990 to 2000 | | | | Change 2000 to 2010 | | | |
| Maryland | | | | Total | | Annual | | Total | | Annual | |
| | 1990 | 2000 | 2010 | # | % | # | % | # | % | # | % |
| Population | 4,780,753 | 5,296,486 | 5,722,800 | 515,733 | 10.8% | 51,573 | 1.0% | 426,314 | 8.0% | 42,631 | 0.8% |
| Households | 1,748,991 | 1,980,859 | 2,200,371 | 231,868 | 13.3% | 23,187 | 1.3% | 219,512 | 11.1% | 21,951 | 1.1% |
| Source: Claritas Inc. and Maryland State Data Center. | | | | | | | | | | | |
| Note: annual change is compounded rate | | | | | | | | | | | |

Table 8
Population and Household Growth 1990 to 2010
Calvert, Charles, and St. Mary's Counties

| | | | | Change 1990 to 2000 | | | | Change 2000 to 2010 | | | |
|----------------|--------|--------|--------|---------------------|-------|--------|------|---------------------|-------|--------|------|
| Calvert County | | | | Total | | Annual | | Total | | Annual | |
| | 1990 | 2000 | 2010 | # | % | # | % | # | % | # | % |
| Population | 51,372 | 74,563 | 86,600 | 23,191 | 45.1% | 2,319 | 3.8% | 12,037 | 16.1% | 1,204 | 1.5% |
| Households | 16,986 | 25,447 | 30,450 | 8,461 | 49.8% | 846 | 4.1% | 5,003 | 19.7% | 500 | 1.8% |

Source: Claritas Inc. and Maryland State Data Center.

| | | | | Change 1990 to 2000 | | | | Change 2000 to 2010 | | | |
|----------------|---------|---------|---------|---------------------|-------|--------|------|---------------------|-------|--------|------|
| Charles County | | | | Total | | Annual | | Total | | Annual | |
| | 1990 | 2000 | 2010 | # | % | # | % | # | % | # | % |
| Population | 101,154 | 120,546 | 147,400 | 19,392 | 19.2% | 1,939 | 1.8% | 26,854 | 22.3% | 2,685 | 2.0% |
| Households | 32,950 | 41,668 | 53,300 | 8,718 | 26.5% | 872 | 2.4% | 11,632 | 27.9% | 1,163 | 2.5% |

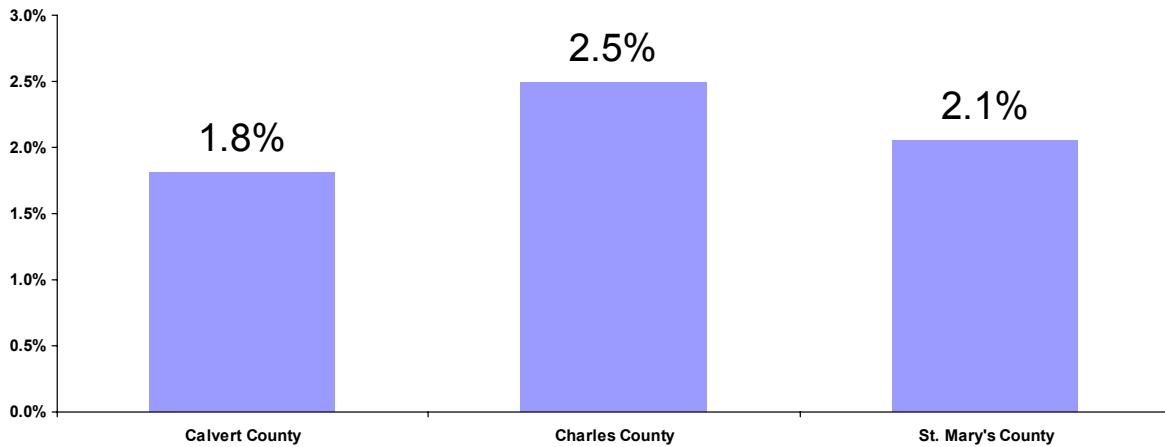
Source: Claritas Inc. and Maryland State Data Center.

| | | | | Change 1990 to 2000 | | | | Change 2000 to 2010 | | | |
|-------------------|--------|--------|---------|---------------------|-------|--------|------|---------------------|-------|--------|------|
| St. Mary's County | | | | Total | | Annual | | Total | | Annual | |
| | 1990 | 2000 | 2010 | # | % | # | % | # | % | # | % |
| Population | 75,974 | 86,211 | 100,800 | 10,237 | 13.5% | 1,024 | 1.3% | 14,589 | 16.9% | 1,459 | 1.6% |
| Households | 25,500 | 30,642 | 37,550 | 5,142 | 20.2% | 514 | 1.9% | 6,908 | 22.5% | 691 | 2.1% |

Source: Claritas Inc. and Maryland State Data Center.

Note: annual change is compounded rate

Annual Household Growth Rate 2000-2010



State projections indicate that through 2010 Southern Maryland will continue to grow at a faster pace than the State although more slowly than during the previous decade. By 2010, the region is projected to gain 53,480 persons and 23,543 households for a total of 334, 800 persons and 121,300 households or approximately 5.5 percent of the State total. Charles County is forecast to grow the fastest and remain the largest of the three counties while Calvert County is projected to increase the slowest and remain the smallest Southern Maryland County.

Demographic Characteristics

In 2000, Southern Maryland as a whole had a slightly larger percentage of its population aged from 35 to 44 years than the State of Maryland as a whole (18.8 percent versus 17.3 percent) (Table 9). Reflective of the predominance of young families, the region also exhibited a much larger proportion of children under 17 years of age than the State (28.8 percent versus 25.6 percent) but a much smaller proportion of pre-retirement and retirement age adults over 60 (12 percent versus 15 percent). In terms of the breakdown by county, Calvert County had the largest amount of children under 17 and of adults from 35 to 54 years of age while St. Mary's County had a slightly higher number of seniors than the other two counties (Table 10).

Table 9
2000 Age Distribution - Maryland and Southern Maryland

| | Maryland | | Southern Maryland | |
|--------------|------------------|---------------|-------------------|---------------|
| | # | % | # | % |
| Under 10 yrs | 744,711 | 14.1% | 43,194 | 15.4% |
| 10-17 years | 611,461 | 11.5% | 37,593 | 13.4% |
| 18-24 years | 450,922 | 8.5% | 21,580 | 7.7% |
| 25-34 years | 748,521 | 14.1% | 38,931 | 13.8% |
| 35-44 years | 916,156 | 17.3% | 52,859 | 18.8% |
| 45-54 years | 755,032 | 14.3% | 39,399 | 14.0% |
| 55-59 years | 268,647 | 5.1% | 14,192 | 5.0% |
| 60-64 years | 201,729 | 3.8% | 9,718 | 3.5% |
| 65-69 years | 168,242 | 3.2% | 7,339 | 2.6% |
| 70-74 years | 153,043 | 2.9% | 6,104 | 2.2% |
| 75 and older | 278,022 | 5.2% | 10,411 | 3.7% |
| TOTAL | 5,296,486 | 100.0% | 281,320 | 100.0% |

Source: U.S. Census of Population and Housing, 2000

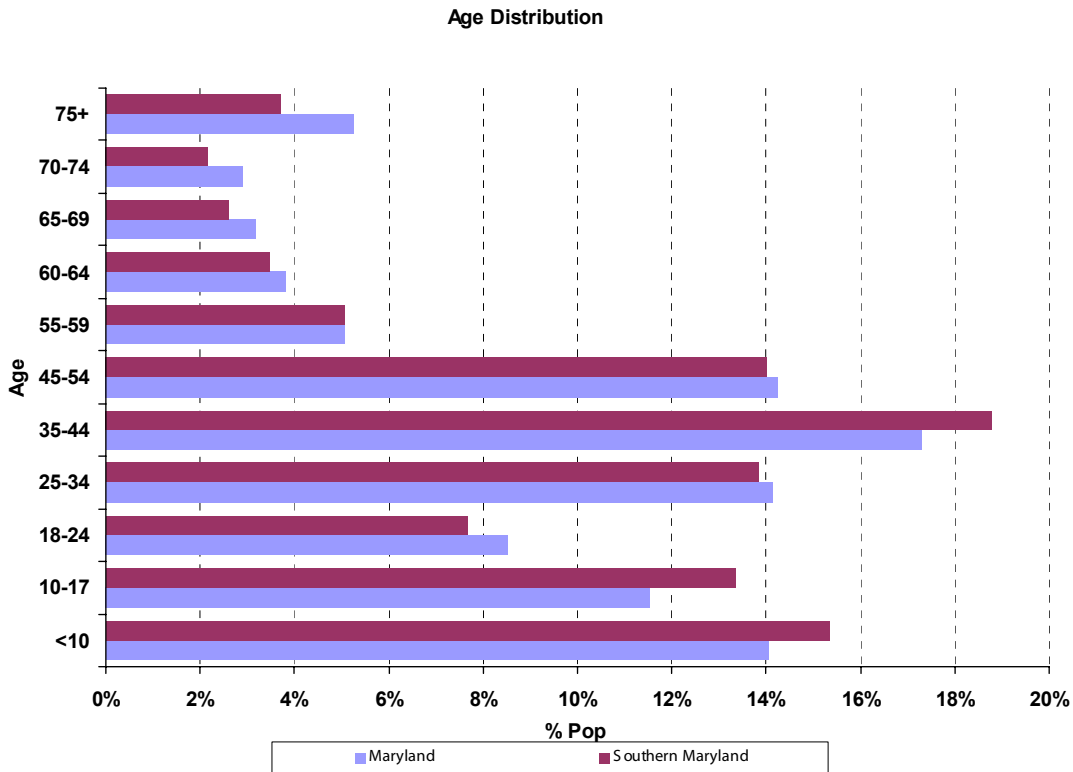
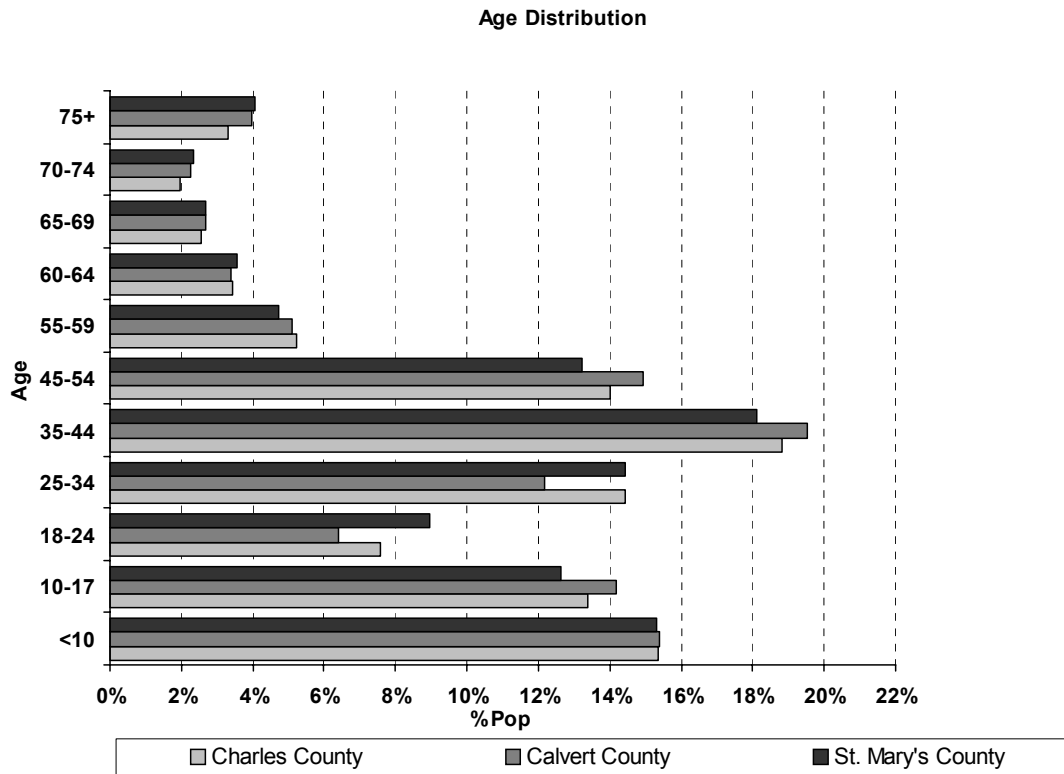


Table 10
2000 Age Distribution - St. Mary's, Calvert and Charles County

| | St. Mary's County | | Calvert County | | Charles County | |
|--------------|-------------------|---------------|----------------|---------------|----------------|---------------|
| | # | % | # | % | # | % |
| Under 10 yrs | 13,205 | 15.3% | 11,475 | 15.4% | 18,514 | 15.4% |
| 10-17 years | 10,875 | 12.6% | 10,581 | 14.2% | 16,137 | 13.4% |
| 18-24 years | 7,704 | 8.9% | 4,768 | 6.4% | 9,108 | 7.6% |
| 25-34 years | 12,453 | 14.4% | 9,082 | 12.2% | 17,396 | 14.4% |
| 35-44 years | 15,622 | 18.1% | 14,553 | 19.5% | 22,684 | 18.8% |
| 45-54 years | 11,392 | 13.2% | 11,141 | 14.9% | 16,866 | 14.0% |
| 55-59 years | 4,084 | 4.7% | 3,814 | 5.1% | 6,294 | 5.2% |
| 60-64 years | 3,051 | 3.5% | 2,522 | 3.4% | 4,145 | 3.4% |
| 65-69 years | 2,299 | 2.7% | 1,985 | 2.7% | 3,055 | 2.5% |
| 70-74 years | 2,037 | 2.4% | 1,694 | 2.3% | 2,373 | 2.0% |
| 75 and older | 3,489 | 4.0% | 2,948 | 4.0% | 3,974 | 3.3% |
| TOTAL | 86,211 | 100.0% | 74,563 | 100.0% | 120,546 | 100.0% |

Source: U.S. Census of Population and Housing, 2000



Southern Maryland as a whole had more married residents with or without children than the State in 2000 (59.7 percent versus 50.2 percent). Conversely, the region had fewer single-person

households than the State (18.2 percent versus 25.0 percent) and fewer non-married households without children (11.9 percent versus 14.6 percent). Of the three Southern Maryland counties, Calvert had the most married households, St. Mary's the largest amount of singles and Charles the largest amount of non-married families without children and female-headed households with children.

Given the characteristics of the housing stock in the region and the commuter economy, it is not surprising that the Southern Maryland region had a much larger amount of owner-occupied dwelling units than the State (78.0 percent versus 67.7 percent). Over 85 percent of Calvert County residents owned their home in 2000, the highest percentage of the three counties. St. Mary's County demonstrated the largest proportion of renters, 28.2 percent.

Travel and Tourism

According to the Maryland Office of Tourism Development's FY 2001 Annual Report, approximately 472,269 person trips were made to the Southern Maryland region of Calvert, Charles and St. Mary's Counties during 2000, a reduction of 31,036 trips or 6.2 percent from 1999. The FY 2002 Annual Report indicates 644,268 person trips were made to Southern Maryland, an increase of 36.4% over FY 2001. Because of the limited sampling conducted of Southern Maryland visitors, these data may fluctuate due to statistical variation rather than as a result of changing travel behavior. However, the information is instructive, if only for comparison purposes.

| | 1999 | 2000 | Change '99-'00 | % Change '99-'00 | 2001 | Change '00-'01 | % Change '00-'01 |
|--------------|---------|---------|-------------------|---------------------|---------|-------------------|---------------------|
| Person Trips | 503,305 | 472,269 | -31,036 | -6.2% | 644,268 | +171,999 | 0.364 |

Source: FY2002 Annual Report, Maryland Office of Tourism Development

In 2000, the largest numbers of visitors to the region were Virginia residents (21.0 percent) followed by Pennsylvania visitors (19.6 percent), Maryland households (13.3 percent) and North Carolina households (10.4 percent). In 1999, Maryland residents had constituted by far the leading source of visitation to the area. For the state as a whole, the four major states of visitor origin in 2000 were Maryland, Pennsylvania, Virginia and New Jersey. In 2001, the largest numbers of visitors to Southern Maryland were Virginia residents (21.0 percent) followed by Pennsylvanians (19.6 percent), Marylanders (13.3 percent) and North Carolinians (10.4 percent).

| Origin | 2000 | 2001 | % Change |
|--------------|------|------|----------|
| Virginia | 21.0 | 10.3 | -51.0 |
| Pennsylvania | 19.6 | 21.3 | 8.7 |
| Maryland | 13.3 | 20.8 | 56.4 |
| Georgia | 0.0 | 17.2 | n/a |

Source: FY2002 Annual Report, Maryland Office of Tourism Development

More than two-thirds of the visits made to the region in 2000 were pleasure trips, approximately 80 percent of visitors to the area traveled by automobile and a little over a third stayed in paid accommodations. The average Southern Maryland visitor stayed 2.8 days versus 2.5 for the state as a whole, spent \$182 versus the State average of \$301 and had an average household income of \$60,900, a little less than the State average of \$66,900. The number one activity for regional visitors was seeing historic sites and museums (15.4 percent) followed by shopping (12.2 percent) and attendance at sports events (11.7 percent), most likely the motor sports and fishing events. In comparison, the most popular activity of Maryland visitors was shopping (26.8 percent), followed by visits to historic sites and museums (13.1 percent) and by visits to beaches (12.7 percent). Only 3.8 percent of all Maryland visitors attended sporting events in 2000.

In 2001, the average household travel party size traveling was 1.9 persons, and the average trip duration was 3.2 days. Average household trip expenditures were \$360.00 per household for food, lodging, entertainment and recreation, transportation (auto and public), retail goods, and travel planning, an increase of over 97% from the previous year. Outdoor activities ranked the highest in visitor pastimes, 16.2%, an increase of 110% over 2000. Shopping was the second most popular activity at 13.4%, followed by theme/amusement parks at 7.2%, cultural events and festivals at 7.0%, and historic sites and museums at 5.4%.

All three counties collect an amusement and admissions tax, but their rates are somewhat different. Charles County's 10 percent rate accrued \$748,473 in FY01, an increase of 4.1 percent over the previous year, and \$812,421 in FY02, an increase of 8.5percent over 2001. St. Mary's County's 2.0 percent rate accrued \$85,340 in FY01, a loss of 2.4 percent over the previous year, and \$102,828, an increase of 20.5percent over '01. In FY01 Calvert County's 1.0 percent rate accrued \$76,594 ('00-'01 trend data not available for this County), and in FY02 it accrued 80,266, an increase of 4.8percent. Together, the three counties took in a total of \$910,407, two percent of the State's total amusement and admission tax.

Until 2000, only Charles County collected hotel/motel taxes but St. Mary's County began to do so in FY01. Both charge a five percent tax of their respective lodging facilities. Hotel/motel tax revenues in FY01 in Charles County totaled \$638,054, a gain of 17.4 percent over the previous year, and \$691,051 in FY'02, a gain of 8.3 percent over FY01. In St. Mary's County, hotel/motel

tax revenues totaled \$301,441 in FY01 and \$343,778 in FY02, a gain of 14.0 percent. Total tourism taxes collected in Southern Maryland during FY01 and FY02 are shown in below:

| County | Total Tourism Taxes FY01-FY02 |
|------------|-------------------------------|
| Calvert | \$80,266 |
| Charles | \$1,503,472 |
| St. Mary's | \$446,606 |

The data on the impact of travel on Southern Maryland counties provided in the 2000 U.S. Travel Data Center study (prepared for the Maryland Office of Tourism Development) indicates that in 2000, Southern Maryland accounted for \$158,990,000 in travel expenditures, and 10,000 tourism-related jobs. A study prepared in 2001 by the Research Department of the Travel Industry Association of America indicated the following economic statistics:

| 2001 Tourism Economic Impacts in Southern Maryland | | | | | | |
|--|-------------------------------|--------------------------|-----------------------------|--|--|--------------------|
| County | Expenditures (\$ Millions) | Payroll (\$ Millions) | Employment (\$ Millions) | State Tax Receipts (\$ Millions) | Local Tax Receipts (\$ Millions) | Total Impact |
| Calvert | 49,560,000 | 12,830,000 | 620,000 | 2,430,000 | 3,360,000 | 68,800,000 |
| Charles | 64,640,000 | 17,260,000 | 84,000 | 3,570,000 | 3,160,000 | 88,714,000 |
| St. Mary's | 31,330,000 | 8,040,000 | 370,000 | 1,640,000 | 2,340,000 | 43,720,000 |
| TOTAL | 145,530,000 | 38,130,000 | 1,074,000 | 7,640,000 | 8,860,000 | 201,234,000 |

Source: "The Economic Impact of Travel On Maryland Counties 2001", MD Office of Tourism and the Travel Industry Association of America

Major Attractions

A total of 30 venues were identified in the region that attract at least 3,000 visitors a year (Table 11). Only three of the 30 venues attract over 100,000 persons annually: Point Lookout State Park in St. Mary's County (417,000 visitors), the Maryland International Raceway in St. Mary's County (153,614 visitors) and Calvert Cliffs State Park in Calvert County (112,397 visitors). Very few of the attractions generate non-regional visitation and only the motor racing events generate significant overnight stays. Most are not drawing bus tours. Overall visitation to these attractions has been stable or has actually decreased during the last three years.

Over a third of the thirty venues can be classified as heritage tourism sites while almost half are state parks, offering a range of active and passive recreational opportunities. The most visited heritage sites are Smallwood State Park south of Indian Head (74,590 visitors, most of which visit the park for the recreational rather than the historic resources) the Calvert Marine Museum in Solomon's (68,014 visitors), Historic St. Mary's City (58,296 visitors) and Pax Naval Air

Museum in Lexington Park (49,377 visitors). The old Naval Air Museum was recently demolished and is in interim quarters. Construction of a new larger facility will begin as soon as funding is secured.

Besides the 30 attractions, there are also a significant number of County-operated parks throughout the region that offer swimming, boating, fishing/crabbing, kayaking/canoeing, hiking, cycling, horseback riding and bird watching opportunities. Calvert and Charles County each contain two 18-hole golf courses; St. Mary's has three. The three counties together have approximately 30 marinas with more than 3,500 slips.

**Table 11- Major Attractions
Southern Maryland**

| Name | Months Open | Days | Hours | # of Visitors '00-'01 | Location | Fees |
|-----------------------------|---------------------------------|--|---|-----------------------|------------------|--------------------------------|
| Annamarie Gardens* | Yearly | Daily | 10am-4pm | 48,743 | Solomons | Free |
| Breezy Point Park | May - Oct. | Daily | | 39,425 | Chesapeake Beach | Adults-\$4 Child-\$2 |
| Calvert Marine Museum* | Yearly | Daily | 10am-5pm | 68,041 | Solomons | Adults-\$5 Child-2 |
| Chesapeake Railway Museum* | May-Sept. Apr.-Oct. | Daily Weekends | 1pm-4pm 1pm-4pm | 10,793 | Chesapeake Beach | Free |
| Cypress Swamp Sanctuary | Yearly | Tuesday-Sunday | Tues.-Sat. 10am-4:30pm Sun. 1pm-4:30pm | 10,076 | Prince Frederick | Free |
| Flag Ponds Nature Park | Yearly | Daily - Mem.-Lab.Day Wkns - Oct.-Apr. | Mem.-Labor Day 9am-6pm Oct.-Apr. 9am-5pm | 20,862 | Lusby | \$4-\$6 per vehicle |
| Jeff. Patt. Park & Museum* | Apr.15 - Oct.15 | Wednesday-Sunday | 10am-5pm | 25,764 | St. Leonard | Free |
| Calvert Cliffs State Park | Yearly | Daily | Sunrise to Sunset | 112,397 | Lusby | \$3 |
| Ches. Beach Water Park | May - Sept | Daily | 11am-8pm | 40,200 | Chesapeake Beach | Adults-\$5-13 Child-\$4-11 |
| Kings Landing Park | Yearly | Daily-Mem-Lab, Apr. M-F- May, Sept., Oct. Wkns-Nov.-Mar. | 8:30am-5pm 8:30am-4:30pm 8:30am-8pm | | Huntington | Free |
| Dr. Samuel Mudd House* | April-November | Saturday-Sunday Wednesday | 12pm-4pm 11am-3pm | 3,500 | Waldorf | Adults-\$3 Child-\$ |
| Thomas Stone Historic Site* | April-October November-March | Daily Thursday-Sunday | 9am-5pm 9am-5pm | 3,820 | Port Tobacco | Free |
| Smallwood State Park | Yearly | Daily | Sunrise to Sunset | 74,590 | Marbury | \$2, weekends May-September |
| Cedarville State Forest | Yearly | Daily | Sunrise to Sunset | 42,594 | Waldorf | Free |
| Chapel Point State Park | Yearly | Daily | Sunrise to Sunset | 9,114 | Port Tobacco | Free |
| Purse State Park | Yearly | Daily | Sunrise to Sunset | 4,661 | Indian Head | Free |
| St. Clement's Is. Museum* | Yearly | Monday-Friday Saturday, Sunday | 9am-5pm 12pm-5pm | 5,400 | Colton's Point | Adults-\$1 Child-Free |
| Piney Point Museum* | May-October | Friday-Monday | 12pm-5pm | 8,000 | Piney Point | Free |

**Table 11- Major Attractions
Southern Maryland**

| Name | Months Open | Days | Hours | # of Visitors '00-'01 | Location | Fees |
|--------------------------------|--------------------|-------------------------|------------------------------|----------------------------------|-----------------|------------------------|
| Historic St. Mary's City | March-December | Wednesday-Sunday | 10am-5pm | 58,296 | St. Mary's City | Adult-\$7.50 Child-\$3 |
| Sotterley Plantation* | May-October | Tuesday-Sunday | 10am-3pm | 15,200 | Hollywood | \$7 |
| Old Jail Museum Tudor Hall* | Yearly | Monday-Friday | Jail 12pm-2pm, Hall 10am-2pm | 3,000 | Leonardtown | Free |
| Pax Naval Air Museum* | Yearly | Tuesday-Sunday | 10am-5pm | 49,377 | Lexington Park | Free |
| Point Lookout State Park | Yearly | Daily | 8am-Sunset | 417,595 | Scotland | \$3 May-Sept. |
| Greenwell State Park | Yearly | Daily | 8am-Sunset | 22,384 | Hollywood | \$3 May-Sept. |
| St. Mary's River State Park | Yearly | Daily | 8am-Sunset | 42,218 | Leonardtown | \$3 May-Sept. |
| St. Clement's Is State Park | Yearly | Daily | 8am-Sunset | 14,457 | Colton's Point | \$3 May-Sept. |
| Maryland Int'l Raceway | March-October | Weekends/Special Events | | 153,614 | Budds Creek | Varies |
| Budds Creek Motocross | Yearly | Weekends/Special Events | | 46,000 | Budds Creek | Adult-\$10 Child-\$5 |
| Potomac Speedway | March-October | Saturday Night | | 21,394 | Budds Creek | Varies |
| TOTAL ATTENDANCE: | | | | 1,371,515 | | |

*Note: Total Museum attendance: 241,638

Source: Various attractions and County Tourism Organizations

In addition to the planned construction of the new Naval Air Museum, a few other major tourist attraction investments are proposed in Southern Maryland. These include: the construction of a new visitors/ interpretive center at Annmarie Garden as well as the expansion of the gardens, \$75 million in improvements to Historic St. Mary's City, the development of the 2,200-acre Chapman's Landing as a recreational/tourism resource, MacIntosh Run Park at Leonardtown and waterfront redevelopment on Breton Bay, and facilities expansion at Piney Point.

Special Events/Festivals

A total of 14 major special events/festivals take place each year in Southern Maryland (Table 12). Eight of the 14 special events/festivals occur in St. Mary's County and the rest occur in Calvert County. By far, the largest events in the region are the annual Pax River Naval Air Show which draws approximately 65,000 persons to Lexington Park in September, the River Concert Series which attracts approximately 25,000 persons to Historic St. Mary's City during the summer and the Oyster Festival, with an estimated attendance of 16,000, which takes place in October at the St. Mary's County Fairgrounds. Both the Naval Air Show and Oyster Festival attract attendance from non-residents. The largest events in Calvert County are the Annmarie Gardens Artsfest in September (15,000 persons), the Celtic Festival at Jefferson Patterson Park in April (10,000 persons) and the Calvert Marine Museum concerts in May and September (5,000 persons per concert).

**Table 12
Major Festivals
Southern Maryland, 2001**

| Event | Location | Month | Attendance |
|------------------------------------|-------------------------------|----------------|-------------------|
| Celtic Fest of So. Md. | Jefferson Patterson Park | April | 10,000 |
| Bay Fest | North Beach | August | 6,000 |
| Artsfest | Annmarie Gardens | September | 15,000 |
| Calvert Marine Museum Concerts (2) | Solomons | May, September | 10,000 |
| Christmas Walk | Solomons | December | 7,000 |
| Patuxent River Appreciation Days | Solomons | October | 6,500 |
| So Md Quilt Show | Sotterley Plantation | May | 1,350 |
| Potomac Jazz/Seafood Festival | Colton's Point | July | 600 |
| Governor's Cup Yacht Race | St. Mary's City | August | 2,500 |
| Pax River Navy Air Show | Lexington Park | September | 65,000 |
| St. Mary's County Oyster Festival | St. Mary's County Fairgrounds | October | 16,000 |
| Blue and Gray Days | Point Lookout State Park | May | 500 |
| Blessing of the Fleet | St. Clement's Island | October | 10,500 |
| River Concert Series | St. Mary's City | Summer | 25,000 |
| Charles County Fair | Charles County | September | 55,620 |
| TOTAL ATTENDANCE | | | 231,570 |

Source: Various events and County tourism organizations.

Tourism Support Services

Equally as important to the success of a heritage region as the historic attractions is the desirability and attractiveness of tourism support facilities in the form of unique accommodations, restaurants and shopping. These tourism support facilities provide excellent opportunities for private investment, especially in terms of small business retention and attraction. As expected, given the limited development of major tourist attractions in Southern Maryland, there is not a substantial level of tourism-support services, in comparison to some other heritage areas. Moreover, these support services are not evenly distributed throughout the region.

Accommodations

Each of the Southern Maryland counties offers the range of overnight accommodations: bed/breakfasts, hotels/motels, cabins/cottages and campgrounds (Table 13). Altogether, the three counties contain a total of 3,780 rooms/sites, 43.5 percent of which are located in St. Mary's County (primarily campsites), 35.9 percent are in Charles County (primarily hotel/motel rooms) and the remainder or 20.1 percent are in Calvert County.

Table 13

Accommodations - Southern Maryland

| | Bed/Breakfasts | | Hotels/Motels | | Cabins/Cottages | | Campgrounds | |
|-------------------|----------------|-------|---------------|-------|-----------------|-------|-------------|-------|
| | Number | Rooms | Number | Rooms | Number | Rooms | Number | Sites |
| Calvert County | 12 | 54 | 6 | 537 | 2 | 14 | 2 | 170 |
| Charles County | 2 | 5 | 15 | 1159 | 1 | 3 | 3 | 191 |
| St. Mary's County | 6 | 18 | 10 | 712 | 1 | 9 | 6 | 928 |
| Total | 20 | 77 | 30 | 2388 | 4 | 26 | 11 | 1,289 |

Source: County tourism agencies.

Of the three counties, Charles County has the largest amount of hotel/motel rooms, most of which are situated along the Rt. 301 corridor between Waldorf and La Plata. The Holiday Inn in Waldorf, the only full-service facility in the County, offers a limited amount of meeting space. Occupancy at the higher-end facilities ranges from 60 to 69 percent. Average daily rates are in the \$60 to \$75 range. The primary source of occupancy is commercial travel followed by pass-through Rt. 301 traffic. The Charles County motels/hotels also cater to a modest number of bus tours and school groups visiting Washington, D.C.

Charles County contains the smallest amount of bed/breakfast accommodations, only two facilities with a total of 5 rooms. Annual occupancy at these two facilities averages approximately 50 percent.

St. Mary's County has the second highest number of hotel/motel rooms and of bed/breakfasts, although the bed and breakfast inventory is still quite limited. It also contains almost 950 campsites. The hotel/motel inventory is concentrated in Lexington Park while the bed and breakfasts are scattered throughout the County, generally close to the water. There are no full-service hotel/motel facilities in St. Mary's County but a modern Days Inn and a Hampton Inn are located in Lexington Park and cater almost entirely to business travelers and those visiting local residents. Occupancy at the better facilities averages approximately 70 percent and the average daily rate is \$75.

The other types of accommodations in St. Mary's County (bed/breakfasts, cottages and campgrounds) do attract tourists. The bed/breakfasts and cottages report a 50 to 55 percent annual occupancy rate. While there currently exists very little meeting space in St. Mary's County, a new 80-room Fairfield Inn will open in January 2003 adjacent to Pax River Naval Air Station. A state of the art 15,000 square-foot secure conference center opened in December 2002 on the same parcel.

Calvert County displays the fewest hotel/motel rooms and the fewest campsites but the largest number of bed/breakfast rooms. The hotel/motel accommodations are concentrated in Solomon's and Prince Frederick. The County's only full-service motel, the Holiday Inn in Solomon's, has 20,000 square feet of meeting space, by far the largest amount available or under construction at private facilities in Southern Maryland. Meeting attendees primarily reside in the Baltimore/Washington area. Almost 50 percent of the motel's occupancy is attributable to conferences and another third to commercial travel, largely to the Naval Air Station. Occupancy at the better County motels is approximately 65 percent, with an average daily rate of \$76.

Calvert County bed/breakfasts are primarily located in and near Solomon's Island although this type of accommodation is also slowly being provided in the northern part of the County, in and around Chesapeake/North Beach. Similar to the occupancy at the bed/breakfasts in the other two counties, the occupancy at the bed/breakfasts in Calvert County is in the 50 to 55 percent range.

Besides the aforementioned Fairfield Inn under construction in St. Mary's County, efforts are under way to construct lodging in Chesapeake Beach, North Beach, Leonardtown and Pinefield. Preliminary discussions have also begun in Solomon's. The proposed North Beach facility will be a European-style, 40-suite hotel while the proposed Chesapeake Beach facility will contain 70 suites with fireplaces and cater to the more than 60,000 charter boat fishermen, who travel to northern Calvert County annually. Both the Leonardtown and the Pinefield facilities would be components of larger mixed-use developments with signature golf courses and conference centers.

Restaurants/Entertainment

Each of the three Southern Maryland counties contains a concentration of chain restaurants, both family style and fast food. Of the three counties, Charles County has the largest amount of chain restaurants, followed by St. Mary's County while Calvert County offers the largest amount of unique, non-chain eating opportunities. St. Mary's County exhibits the second largest amount of unique restaurants in Southern Maryland. By far the most prevalent types of cuisine are seafood and American food (including barbecue restaurants), with the region containing a total of almost 40 of each of these types of restaurants.

Calvert County's chain restaurants are primarily located in Prince Frederick while the majority of its unusual restaurants are in the Solomon's area. Charles County's chain restaurants are dispersed along the Rt. 301 corridor from Waldorf to La Plata; its more interesting establishments are scattered around the County, many at waterfront locations. Chain restaurants in St. Mary's County are located in the heavily-commercialized Lexington Park area. Its unique facilities are also scattered throughout the major municipalities such as Leonardtown and at waterfront locations. Aside from the bars in Solomon's and the racing, nighttime entertainment in the region is very limited, both for families and couples.

Shopping Facilities

All three of the counties offer a limited amount of specialty shoppers goods in the form of antique stores, art/crafts, and gift shops. Calvert County boasts the widest selection of these goods; the largest grouping is located in Solomon's but antique centers are also situated in North Beach/ Chesapeake Beach, Huntingtown and St. Leonard. Charles County's unique shopping is in the Bryantown Historic District, Waldorf, La Plata, Hughesville and Indian Head, while St. Mary's County's is concentrated in Leonardtown. The latter county also has an arts and crafts co-op in Great Mills and the largest selection of seafood and farmers/produce markets in Southern Maryland. Plans are underway to develop a permanent farmers/watermen's market in Prince Frederick and in two locations in St. Mary's County. Seasonal farmer's markets currently take place in each of the three counties.

Visitor and Information Centers

The State of Maryland operates a welcome center in Southern Maryland on Rt. 301 (Crain Memorial Highway) in Charles County, just north of the Governor Nice Memorial Bridge to Virginia. It is open daily. In FY01, there were 119,722-recorded visitors to the facility, a decrease of 4.6 percent from FY00, but an increase of 21.6 percent or 13,710 persons over the FY98 level. Of the State's 14 welcome centers, the Crain Memorial facility ranked 9th in total visitation during FY01. Besides the Crain Memorial Welcome Center, Charles County visitors can also obtain information from the County Chamber of Commerce office and the Chamber of Commerce Tourism office, off of MD. Rt. 301 in La Plata.

In addition to the State Welcome Center, five other major visitor centers are located in the region, three in Calvert County and two in Saint Mary's County. The Calvert County facilities

are situated in Solomon's off of MD Rt.4, Fairview at the library off of MD Rt.4 and at North Beach and are operated by the Calvert County Chamber of Commerce under contract to the Department of Economic Development. None of the three facilities are open daily, year round but they are open on weekends during the off-season and daily during the peak season. During FY2001, 23,147 persons visited the Solomon's Info Center, 9,715 persons visited the Fairview Info Center and 7,350 persons visited the North Beach Welcome Center. A small Visitor Information Center with a brochure rack is also located in the Department of Economic Development office in Prince Frederick.

The St. Mary's County visitors centers include one run by the St. Mary's County Historical Society located in the Old Jail in Leonardtown, and one operated by the St. Mary's County Chamber of Commerce in its offices off of MD Route 5 in Mechanicsville. The Chamber of Commerce visitor center had 2,560 visitors in 2001. The Leonardtown facility is open on a very limited basis, while the Mechanicsville facility is open Monday through Friday, 9 a. m. to 5 p. m., year round and weekends, 10 a. m. until 3 p.m., from the end of March until the beginning of October. The County's Department of Economic Development has a brochure rack with information on St. Mary's County.

Economic Development and Tourism Organizations

There are a sufficient number of economic development and tourism promotion agencies operating in Southern Maryland and some very impressive cooperative endeavors. In both Calvert County and St. Mary's County, the tourism agency is a division of the Economic Development Department and thus staff of each works closely together on a daily basis. In Charles County, however, the Economic Development Commission is a quasi-public agency, separate from the County government. The Charles County Office of Tourism is a department within County government. Each of the counties has a chamber of commerce as well. Additionally, the Tri-County Council for Southern Maryland focuses on regional planning issues, facilitating communication between the three counties and developing a technology infrastructure. One member of its staff concentrates on economic development issues.

Cooperative Endeavors

There are two unusual cooperative endeavors currently in operation in Southern Maryland: the Southern Maryland Travel and Tourism Committee and the Southern Maryland Economic Development Association. The Southern Maryland Travel and Tourism Committee consists of 18 members appointed by the respective Board of Commissioners from each of the three counties. The primary purposes of the Committee are to establish a cooperative regional marketing program and to increase communication between the regional visitor industry and local and state officials. To those ends, the Committee has cooperated in a wide range of endeavors including advertisements in a variety of magazines, attendance at trade shows, participation in familiarization tours, development of a regional website, participation in legislative events and the development of the Southern Maryland Driving Tour Brochure. The

tourism offices of the three Southern Maryland counties recently received a Cooperative Marketing Award at the annual Governor's Conference on Tourism.

The Southern Maryland Economic Development Association consists of the three economic development directors and the chairs of their commissions, the chairs of the three chambers of commerce, representatives of the Patuxent Partnership (a cooperative organization to maximize the economic potential from the Naval Air Station), the Tri-County Council for Southern Maryland, the Naval Energetics Technology Alliance, the Southern Maryland Naval Alliance, Southern Maryland Works, Inc., the Maryland Department of Business and Economics, and the College of Southern Maryland's Economic Development and Community Institute, the executive directors/presidents of Southern Maryland Chambers of Commerce, and the chair of the Southern Maryland Travel and Tourism Committee. The Association meets quarterly to develop and implement a regional marketing plan of action for agriculture, economic development, education, environment, and transportation.

Issues and Opportunities

The following issues and opportunities regarding heritage program development in Southern Maryland are the result of marketing research and public opinion gathered at a series of public workshops hosted by the Southern Maryland Heritage Area Steering Committee in November and December of 2001 in Calvert, Charles, and St. Mary's Counties. At each workshop, community organizations and county residents were invited to participate in discussions of the most compelling issues, i.e., challenges and constraints, to be considered during the development of the Southern Maryland Heritage Area Tourism Management Plan. Following this discussion, participants were asked what they considered to be the greatest opportunities for enhancing heritage program development in the region.

Many of the issues and opportunities that residents and community organizations instinctively felt could have a potential impact on heritage program development were the same as those identified through market research and studies conducted by regional tourism and economic development offices.

Issues

Lack of Recognition and Identity. The Southern Maryland Heritage Area has no identifiable image for non-residents, tourists and marketing personnel. Other areas of Maryland such as Ocean City and Annapolis are more recognizable to the typical visitor.

Congestion. The major access routes to the area such as MD Rts.210, 310 and 2/4 are becoming increasingly congested, which could discourage tourists from visiting the area. This congestion is particularly acute on Friday afternoons when visitors might plan to arrive in the region. Meanwhile, public transportation to and within the region is quite limited.

Lack of a Major Draw. There is no major attraction or special event in the area aside from the motor sports events and the Pax River Naval Air Show that draws a large attendance from outside the region or generates overnight visitation. The largest attendance venues are Point Lookout State Park (417,595 persons), the Maryland International Raceway (158,615 persons) and Calvert Cliffs State Park (112,397 persons). These are the only attractions in the region that draw over 100,000 visitors annually. Of the 5 state tourism regions, the Southern Maryland region experiences by far the lowest annual number of person trips; the next highest region, the Western Region (Allegany, Garrett, and Washington counties) exhibits more than twice the number of annual person trips. Annual visitation to many of the region's major attractions has remained stable or has decreased slightly over the last few years.

Limited Group and Meeting Market. Current visitation to the region by bus tours and conference attendees is modest due to the constrained amount of overnight accommodations, meeting space and the lack of visibility.

Seasonal Visitation. Visitation to the region occurs primarily during the summer months; most area attractions and visitor centers are not open daily all year round.

Lack of an Attractive Gateway. The existing access routes to the region are not only congested but also unattractive in the eyes of the typical heritage tourist who desires to travel along less heavily traveled and more scenic routes. It will be difficult to maintain the heritage tourist's interest until he/she reaches their ultimate destination.

Continuing Growth Pressures. The Southern Maryland region is projected to continue to grow at a faster pace than the State with an additional 23,543 households residing in the area by 2010. The continuing strong economic growth of the region could increase congestion and threaten the long-term viability of the historic and nature-based tourism resources and landscape.

Expansive Area. While there is an impressive amount of historic and nature-based resources located in the Southern Maryland region, they are dispersed over an expansive area that is also composed of nodes and corridors of uncontrolled growth. The heritage area will have to be pared down in order to maximize the visitor experience.

Competition. Not only does the Southern Maryland area face competition from Washington, D.C., the Eastern Shore and other nearby clusters of attractions, but also from the existing and planned State-recognized heritage areas that are competing for the same visitors and the same financial support. It will be essential to differentiate the area from its competition and to insure a pleasurable visitor experience that fosters repeat trips.

Minimal Interstate Access and Drive-Through Traffic. Currently, no interstate highway passes through the region, the nearest being the Capitol Beltway. Given the region's configuration, a peninsular surrounded on three sides by water, it is not likely that an interstate highway will be

constructed through the area. The only pass-through traffic is on MD Rt. 301. Its welcome center demonstrates one of the lowest visitor counts of the State's 13 welcome centers.

Budgetary and Manpower Constraints of Existing Attractions. Since most of the region's historic attractions demonstrate low visitation, they also have constrained budgets and many operate entirely through volunteers and donations. While this is not unusual, it results in uncoordinated hours of operation, insufficient hours of operation and in a lack of coordination between facilities. This, in turn, limits visitation potential, especially bus tours. In addition, most area attractions do not maximize visitor expenditures by providing food and shopping on site.

Historic Resources under Private Ownership. Many of the historic resources, particularly the tobacco barns, are under private ownership; the only existing constraint to their demolition is the cost to the owner. The projected growth in the region can only serve to make these resources more fragile.

Minimal Unique Accommodations and other Visitor Services. The region is currently lacking in the amount of unique accommodations, restaurants and shopping when compared to many other heritage areas. Therefore, it is not well known for providing these services. In addition, the facilities that do exist are not always in close proximity to the heritage resources. For example, there are no lodging, eating/drinking facilities and shopping opportunities near St. Mary's City.

Capacity to Support Greater Visitation. Many of the existing clusters of heritage resources such as Port Tobacco, Solomon's Island and the Amish community are limited in their ability to accommodate a substantial increase in visitation.

Lack of Water/Beach Access. Despite the fact that Southern Maryland is bounded by the Chesapeake Bay and the Potomac and Patuxent Rivers, public access to the water for boating, swimming and other recreational pursuits is constrained.

Coordination of Existing Visitor Centers. At present, each of the three counties has a different method of providing information centers for tourists. Charles County relies almost entirely on the services of the Crain Memorial Welcome Center, St. Mary's County has two facilities which are only open during the week for half of the year and for limited weekend hours during the peak season, while Calvert County's three centers are only open on weekends off-season. This makes it quite difficult for the typical visitor to coordinate a trip to the Southern Maryland region and for the season to be expanded.

Protected Resources Without Public Access. While the State and local governments have become more aggressive in purchasing and protecting valuable historic and natural resources in Southern Maryland, many of these resources are not yet open to the public. Strategies need to be devised to make the resources accessible without requiring substantial expenditures and manpower.

Opportunities

Changing Demographics. Throughout the last decade, Southern Maryland grew at a faster pace than the State and added 52,820 residents who provide a built in market for the heritage tourism. The expansion at Pax River Naval Air Station is also of considerable significance because it attracts visitors for all of the United States and internationally as well.

Strong and Stable Economy. Recently, the Southern Maryland economy has outperformed the State economy in terms of unemployment. The presence of the Navy and its attendant contractors will continue to provide stability to the region.

Growth in Day-Tripper and Nearby Population. Nearby states that comprise the bulk of tourists to Maryland and the region (Virginia, Pennsylvania, North Carolina and New Jersey) are all projected to gain population over the next few years.

Proximity to Washington D. C., Baltimore and Annapolis Tourism Nodes. Although competition, the existence of these nodes signifies the region's acceptability and visibility for heritage tourism purposes. Washington, D. C. generates a multitude of bus tours, conventions and school tours each year.

Recent and Planned Revitalization Activities in Solomon's, North Beach/ Chesapeake Beach, Leonardtown and Lexington Park. Recent accelerated revitalization of these downtowns is conducive to the attraction of visitors to the region and provides desirable locations for much needed tourist-support services.

Water as an Important Amenity. Access to water for recreational and relaxation purposes cannot be overstated in terms of its potential drawing power. The region's access to the Potomac and Patuxent Rivers and the Chesapeake Bay draws sailing and fishing visitors. Charter fishing trips, boat rentals and marinas facilitate these interests.

Manageable and Pedestrian-Friendly Historic Areas. Many of the historic resources in the region are clustered together in such a way as to reduce travel times between attractions and to provide the visitor with a complete heritage experience. Most of them have been well preserved and protected. Aside from the tobacco barns, the majority of the region's historic resources are being put to full use.

Attraction Dispersal Each of the three counties contains at least one of the most visited attractions in the region and one of the most visited heritage attractions.

Planned Lodging. The under construction and planned inns and conference centers will help to fill a significant gap in the lodging inventory.

National Park Service Presence. The presence of a National Park Service facility in the area, the Thomas Stone Historic Site, has the potential to increase the visibility of the proposed heritage area and perhaps for financial support.

Proximity of Attractions to Recreational and Eco-tourism facilities. There exists in the proposed heritage area a unique proximity of historical and eco-tourism resources that can serve to widen the appeal of the region to visitors. The region already attracts a substantial amount of outdoor enthusiasts, especially fishermen.

Long-Term Commitment. Many of the stakeholders for the heritage area have been committed to this endeavor for quite a few years and have already begun the important process of developing public outreach and support.

Cooperative Efforts. The region's three tourism agencies are already cooperating in joint efforts to increase visitation to Southern Maryland.

Investor Interest. Even without the heritage tourism initiative, there exists investor interest in improving and/or expanding visitor attractions and support services. Significant investment is planned in each of the counties at Annmarie Gardens, St. Mary's City, Chapman's Landing, Chesapeake Beach, North Beach, Leonardtown, Indian Head, Pinefield and La Plata.

Festival Expansion. The region is not overly saturated with festivals/ events as other regions and the some that do exist are limited to one day thereby not generating overnight visitation. A coordinated event, taking place in all three counties, could begin to fill this gap. Currently, there are no major events in the region during the spring and summer.

Lack of Nighttime and Family Activities. The essential provision of nighttime and family activities could widen and lengthen visitation to the area.

Target Markets

The Heritage Visitor

A 1999 study of the characteristics of heritage tourists visiting Pennsylvania conducted for the Pennsylvania Department of Conservation and Natural Resources is instructive for the planned Southern Maryland heritage area. The study indicated that heritage tourism in that state has been growing at three times the rate of increase of leisure tourist visitation as a whole. Of all the leisure tourists that visited the state in 1997, almost half participated in heritage tourism activities of some kind. By contrast, only 16 percent of Maryland leisure tourists took part in a heritage activity.

On average, Pennsylvania's heritage travelers were married, middle-aged, middle-income, white collar, professionals. They traveled primarily in the fall, stayed about 3.3 days in the area and

spent approximately \$102 per person per day. Most were residents of Pennsylvania or adjoining states. Maryland residents comprised only 5 percent of heritage visitors to Pennsylvania in 1997. When compared to the typical leisure traveler, the typical heritage tourist was somewhat older (a baby boomer or 65 years of age or older), had a higher income (\$25,000 to \$75,000 a year) and was more educated. He/she tended to travel more often in groups, stayed a day longer in the state and spent 40 percent more per day. Over half of the parties were traveling with children and another 27 percent were adult groups with three or more persons.

The top expenditures by heritage travelers to Pennsylvania were food and beverages (26 percent), followed by shopping (24 percent) and then by lodging (20 percent) and entertainment/recreation (12 percent). When planning their trips, heritage travelers commonly employed brochures, the Internet, AAA and the advice of friends and relatives. There was a high crossover between heritage tourists and outdoor recreational travelers. More than half of the State's heritage travelers also participated in recreational activities during their trip. According to respondents, the major barriers to Pennsylvania as a heritage destination were lack of recognition, the perception that there was nothing new to see and the availability of better family activities elsewhere.

Respondents were also asked about the competitiveness of nearby states. Over 50 percent of respondents to the survey who had visited Washington, D.C. indicated that the availability of heritage tourism was an important factor in their trip planning. Similarly, 52 percent of visitors to Virginia, 45 percent of New York visitors, 43 percent of Pennsylvania visitors, 41 percent of West Virginia visitors and 35 percent of Ohio visitors stated that the existence of heritage tourism opportunities was a deciding factor in their vacation location. Only 30 percent of Maryland respondents were strongly influenced by the existence of heritage attractions in the state. Almost all of the heritage travelers to Pennsylvania visited an historic town or district, 69 percent visited a battlefield, 57 percent went to an art gallery or museum and 54 percent stopped at a natural history/science museum. Despite the existence of a variety of heritage regions in Pennsylvania, all except for Philadelphia, Gettysburg and Lancaster, were relatively unknown to the respondents. The major competitors for heritage visitors to Pennsylvania were Washington, DC, Virginia, New York and Maryland.

Eco-tourism is considered by many tourism experts to be a subset of the overall heritage market. The typical eco-tourist exhibits age, income, and educational characteristics similar to the heritage tourist; he/she also stays longer and spends more than the typical leisure tourist and is also looking for an authentic and unique experience. Similar to the general outdoor recreation enthusiast, there is substantial crossover between nature enthusiasts and heritage tourists.

The Resident Visitor

The resident market is an important target for a variety of reasons. First of all, most visitors come to the state in order to visit friends and relatives. Therefore, it is essential that residents are aware of heritage and nature-based tourism opportunities in the region and are proud to show

them to visitors. This is especially important in a growing area such as Southern Maryland. The resident market is projected to continue to grow at a faster pace than the State as a whole. By 2010, Southern Maryland is forecast to gain an additional 53,480 persons and an additional 23,543 households for a total population of 334,800 persons and 121,300 households. The Pax River Naval Air Station is and will continue to be a potent source of area visitation in terms of both friends and relatives and commercial travelers.

A second reason to target residents is that residents fill most of the hospitality jobs in the region and can therefore heavily influence a visitor's satisfaction and a visitor's knowledge of the tourism offering. Lastly, the Pennsylvania heritage survey conducted in 1997 indicated that the visitors who were least aware of heritage attractions were those who relied upon the advice of friends and relatives rather than brochures, the Internet and other types of informational sources. Thus, the importance of resident awareness cannot be overstated.

Non-resident Visitor

This component includes both day-tripper visitation and overnight visitation. Based upon the overall leisure market and the heritage surveys, the primary tourist market would be baby boomers, retirees and to a lesser extent, families with children. Other significant markets are hikers, bikers, birders and other types of outdoor recreation enthusiasts given the high degree of crossover between the heritage and outdoor recreation enthusiast. The spouses of the thousands of charter fishermen and the 3,500 households who lease boat slips in the region are untapped markets as well.

Residents of adjoining states, particularly those that indicated that heritage tourism was a strong influence on their travel planning, should be marketed including Washington, D.C., Virginia, Pennsylvania, North Carolina, and New Jersey. The five states currently comprise over half of the heritage visitation to Pennsylvania. Both North Carolina and New Jersey residents are important targets. In the case of North Carolina because visitation from that geographic source to the region appears to be growing and in the case of New Jersey because its residents are a major source of visitation statewide and less so to Southern Maryland. Also, New Jersey residents are a major component of charter fishing visitation. The five states are projected to gain over three million persons by 2015 for a total population of 38.9 million persons. Fifteen percent of the 2015 population will be composed of retirees and over 20 percent of children less than 18 years of age (Table 14).

Table 14
Population Growth of Adjoining States
2000 - 2015

| Jurisdiction | 2000 | 2015 |
|---------------------|-------------|-------------|
| Washington D.C. | 530,000 | 611,000 |
| New Jersey | 8,185,000 | 8,832,000 |
| North Carolina | 7,789,000 | 9,206,000 |
| Virginia | 6,965,000 | 7,708,000 |
| Pennsylvania | 12,220,000 | 12,580,000 |
| Total | 35,689,000 | 38,937,000 |

Source: U.S. Census

It is important to note that State residents account for approximately 20 percent of State visitation, and depending upon the year, from 13 to 27 percent of regional visitation. While they may not stay overnight, State residents may visit the area more frequently and may also serve as guides to out of state friends and relatives. By 2015, the State of Maryland is projected to gain almost an additional 500,000 residents for a total population of 5,736,000 persons, of whom 13.3 percent will be retirees and 24 percent children less than 18 years of age.

Bus tours and convention attendees are other niches that have yet to be maximized in the Southern Maryland region. Spouses of convention attendees both in the area and in Washington, D. C. should be targeted as well as the attendees themselves. The new Fairfield Inn Conference Center and the other planned conference centers in Southern Maryland support the growth of this market. Rail and other types of linkages to D.C. should be explored. While there no significant bus tour presence currently exists in the region, it is near Washington, D. C., one of the most popular bus tour destinations in the country. School groups from out of state who stay in the regional accommodations should also be targeted.

Mechanisms

It is important to note that each of the three Southern Maryland jurisdictions currently has a very effective tourism-marketing program and that together they have already formed a successful cooperative alliance to market the region for heritage tourism activities. The difficulty in attracting visitation has primarily been due to the lack of product and of support services rather than to insufficient marketing. Given these and other constraints, the Southern Maryland region has done remarkably well in attracting and increasing visitation.

The Southern Maryland counties and the Southern Maryland Travel and Tourism Committee should continue their current advertising programs, trade show participation and collateral development aimed at out-of state residents. Given the growing importance of resident awareness, however, a parallel program should be developed aimed at regional and state

residents. A travel guide especially designed for residents, newspaper articles on entertaining out of state visitors, a website for residents, a passport ticketing program aimed at residents and familiarization tours for residents are just a few of the many mechanisms that could be used to increase resident awareness. Information packets aimed at Pax River employees should be developed. The importance of school programs and activities cannot be overemphasized, especially given the high proportion of children in the region.

Due to the propensity of heritage travelers to use brochures and the Internet, the continuing development of these mechanisms should be prioritized. Also, the linkages between heritage and recreational visitation and between heritage travel and shopping and eating/drinking should be used to cross promote the various activities. For example, farm tours could be coordinated with overnight accommodations on a farm and the maritime theme could be coordinated with overnight accommodations on a boat. Since most heritage travelers are attracted to historic districts and towns, the marketing programs should stress the small town ambiance of Southern Maryland. Since the typical heritage tourists spends the most on eating/drinking and shopping, the provision of these services and their marketing should be emphasized.

Section 7: Stewardship and Land Use

Context

Key to the future success of the Southern Maryland region's efforts to sustain and enhance heritage tourism efforts is the protection of the setting in which many of the region's key heritage resources are located. The region's landscapes and scenic views that serve as the backdrop enjoyed by the heritage visitor are every much as important as the protection and interpretation of the resources themselves.

A number of actions have been taken in the past to preserve heritage and natural resources located within the region and a growing number of programs are being utilized by the Counties in Southern Maryland to sustain land preservation and stewardship efforts. A number of state initiatives have also advanced policies that assure greater protection and stewardship of heritage and natural resources. As a result, the amount of land that can be characterized as having "protected lands status" in the region has grown substantially in recent years.

Over twenty-five percent (25%) of the Southern Maryland Region land area is protected either as regulated lands such as the Chesapeake Bay Critical Area, or through voluntary easement programs such as agriculture preservation areas or historic districts, or as publicly controlled land such as parks and utility lands or through other mechanisms with built-in stewardship policies and programs.

Within the actual proposed Heritage Area Boundary the percentage of land afforded such levels of protection is even greater since a much higher percentage of the land area within the proposed Heritage region clusters is located in the Chesapeake Bay Critical Area or is already protected through stewardship programs which served as part of the basis for establishing the proposed boundaries.

Protected Lands Summary

Protected lands within the heritage region include all lands protected by easement through a wide and growing variety of programs. Easements on lands may take the form of agricultural preservation easements, forest conservation easements, easements resulting from the transfer of development rights, or easements held by conservancy organizations. Federal and State-owned lands make up a significant portion of the total land area in the region and represent a substantial proportion of all protected lands to date. Table 7-1 identifies protected lands in each of the three counties in Southern Maryland and indicates the form of protection that has been extended to lands in each county. All told, stewardship programs have preserved or protected over 123,000 acres region-wide.

**Table 7-1
Protected Land Summary
Charles, Calvert and St. Mary's Counties**

| Source of Protection | Number of Acres Protected | | | Total |
|---|----------------------------------|---------------------------|------------------------------|----------------|
| | Calvert County | Charles County | St. Mary's County | |
| Agricultural Preservation Districts | 10,960 | 12,936 | 6,453 | 30,349 |
| Agricultural Preservation Easements | 4,127 | 2,206 | 4,723 | 11,056 |
| Forest Conservation Easements | - | 2,811 | - | 2,811 |
| Rural Legacy Program Lands | 1,250 | 1,111 | 1,522 | 3,883 |
| Maryland Environmental Trust Easement | 617 | 4,507 | 1,499 | 6,623 |
| State owned Parks and Natural Resource Properties | 3,030 | 15,158 | 6,831 | 25,019 |
| Federally-owned land (includes Federal Bureau of Land Management) | 296 | 6,549 | 7,800 | 14,645 |
| Charles County Conservancy | - | 17 | - | 17 |
| The Nature Conservancy | 473 | 1,345 | - | 1,818 |
| Local Purchase or Transfer of Development Rights Programs | 14,239 | 1,554 | 162 | 15,955 |
| County and Municipal Parks | 2,802 | 2,706 | 1,598 | 7,106 |
| Clustered open space & Subdivision Recreation Area | 3,794 | - | - | 3,794 |
| Total | 41,588 | 50,900 | 30,588 | 123,076 |

Existing Policy Framework

There are three important phases to the development of effective programs for the protection of heritage resources in a community. The first phase is the inventory of heritage resources, which have traditionally focused on historic buildings and places. More recently, heritage resources are being thought of as “the setting,” such as cultural and rural historic landscapes. These landscapes are defined by the National Park Service as geographical areas that reflect the cultural tradition, beliefs, practices, lifeways, arts, crafts, and social institutions valued by its long-term residents, or that historically have been used by people, or shaped or modified by human activity, occupancy, or intervention, and that possess a significant concentration, linkage, or continuity of areas of land use, vegetation, buildings and structures, roads and waterways, and natural features. The second phase involves the evaluation and designation of the most significant resources to establish a sense of priority in directing stewardship and land preservation efforts. The third phase involves actions to protect these resources. Within the Southern Maryland Region, each of the three counties has identified and/or designated the most significant resource lands to be protected and in most cases has identified those intended to receive priority for protection. Actions to protect resources are ongoing and are related to a number of program initiatives identified in Table 7-1. The location of most of the existing lands in the region identified in Table 7-1 as “protected lands” are shown on Map 4-3 in Section 4, on page 55.

Although County and municipal programs have in large part contributed to local preservation and conservation activities in the region, there are a number of state programs that have contributed to the preservation and conservation efforts of all jurisdictions (albeit indirectly in some instances). Although the stated objectives of many of these programs are not always to protect heritage resources, most serve to support growth management and resource protection efforts which, in turn, provide clear benefits in the form of protection of the setting in which many of the heritage resources are concentrated. They broadly support stewardship objectives since they support achievement of the preservation and conservation objectives for the Southern Maryland Region, through better management of the location of future growth and protection of natural environments. Such efforts to manage growth and protect environmental assets better ensure that the public investment made in interpretation, recreation, historic preservation, and other projects, provides long term benefits. These state-wide growth management and environmental protection programs include the “Maryland Environmental Trust Local Land Trust Assistance Program”, “Chesapeake Bay Critical Area Program,” the “Forest Conservation Act,” the “Economic Development, Resource Protection and Planning Act of 1992,” and Maryland’s “Smart Growth Initiatives” including the “Rural Legacy” and “Community Legacy” programs developed in the past few years.

State Level Policies and Programs

Maryland Environmental Trust (MET) Local Land Trust Assistance Program: In 1988, the MET developed the Local Land Trust Assistance Program to assist citizen groups in the formation and operation of land trusts. These local land trusts can hold conservation easements independently or jointly with MET. The landowner who gives an easement limits the right to develop and subdivide the land, now and in the future, but still remains the owner. The local land trust

organization accepting the easement agrees to monitor it forever to ensure compliance with its terms. Local land trusts in Southern Maryland include The American Chestnut Land Trust in Calvert County, the Charles County Conservancy, and the Patuxent Tidewater Land Trust, which operates in Ann Arundel, Calvert, Charles, Prince George's, and St. Mary's counties.

Maryland Agricultural Land Preservation Foundation, created by the Maryland General Assembly in 1977 to preserve productive agricultural land and woodland, helps to curb the expansion of random urban development, protects wildlife and preserves the environmental quality of the Chesapeake Bay and its' tributaries. In order for a landowner to participate in the foundation's program they must establish an Agricultural Land Preservation District. If the property meets the minimum criteria as established by the Maryland Agricultural Land Preservation Foundation, the landowners sign a voluntary agreement that simply states that the land will be maintained in agricultural use for a minimum of five years. The agreement further states that the land will not be subdivided for residential, commercial or industrial use while under district status. Once land is in an agricultural land preservation district, the landowner becomes eligible to make application to sell an agricultural land preservation easement to the state through the Maryland Agricultural Land Preservation Foundation.

Chesapeake Bay Critical Area Program: The "Chesapeake Bay Critical Area Protection Program" (Natural Resources Article 8-1801-8-1816) was passed by the Maryland General Assembly in 1984 out of concern for the decline in the natural resources of the Chesapeake Bay. To confront the problem, the General Assembly designated the Critical Area and directed that new development in the Critical Area be regulated in an effort to minimize adverse impacts to water quality and wildlife habitat. The Chesapeake Bay Critical Area Legislation and each of the County's local programs which were subsequently developed establish three major goals:

- Minimize adverse impacts on water quality that result from high nutrient loadings in runoff from surrounding lands or from pollutants that are discharged from structures;
- Conserve fish, wildlife, and plant habitats; and
- Establish land use policies for development located within the Chesapeake Bay Critical Area that accommodates growth and also addresses the fact that, even if pollution is controlled, the number, movement, and activities of persons in that area can create environmental impacts.

The Critical Area Law states that there is a critical and substantial state interest to foster more sympathetic development activity along the Chesapeake Bay shoreline, in order to minimize damage to water quality and natural estuarine habitats. Pursuant to the requirements of the Critical Area Act passed by the General Assembly, the Chesapeake Bay Critical Area Commission was established. Appointed by the Governor, the Critical Area Commission is composed of representatives from Maryland's state government, environmental and other interest groups, and tidewater county jurisdictions. The Commission is responsible for leading local

governments in generating programs to address the Critical Area Law's concerns. The Commission was also mandated by the General Assembly to adopt criteria for guiding the preparation of local government programs.

The Commission also was directed to establish land-use policies within the Critical Area to address matters of development and accommodate growth. New development activities and the expansion of certain existing ones are allowed within the Critical Area, only when no environmentally acceptable alternative exists outside the Critical Area. Development may be required to correct an existing water quality or wastewater management problem. Because of the importance of good water quality and habitat protection, applicants for land uses near the water's edge must make site-specific findings. Each community in the Critical Area was required to formulate site-specific development objectives and procedures to eliminate or minimize impacts to the Critical Area.

Total land area within the three County Southern Maryland region is approximately 664,649 acres. Charles County is the largest in land area with 295,639 acres, followed by Saint Mary's at 231,280 acres and Calvert with 137,730 acres. Over 14 percent of the 3 County Southern Maryland region or slightly over 97,124 acres, is located within the Chesapeake Bay Critical Area Protection District. This district extends 1,000 feet landward from the Potomac, Patuxent, Chesapeake Bay and tidal portions of their many tributaries. In many cases the shoreline is the area where heritage and key natural resources are co-located. The vast majority of these 97,124 acres in all three counties in the region is classified as a Resource Conservation Area, wherein new development is limited to a density of one dwelling unit per 20 acres. This provision will help insure a level of growth management and resource protection in coastal rural areas consistent with the protection of heritage and natural resources. The Critical Area Program's emphasis on public access to the water also is consistent with the objectives for the Heritage Region.

Aside from the density limitations, there are limitations on tree cutting, impervious surfaces, stormwater runoff quality, and other development and resource utilization standards. These will help insure that the natural environment along the shoreline is conserved. All three counties and the Towns of Leonardtown, Indian Head, Chesapeake Beach, and North Beach have established measures to protect Critical Area resources through locally developed programs that are consistent with State guidelines.

Forest Conservation Act: In 1991, the State of Maryland enacted the Forest Conservation Act to reduce the number of forested acres cleared when land is changed from forests or agriculture to residential, commercial, or industrial development. The Act allows development to occur while assuring that some portion of neighboring forest communities remain viable. The Forest Conservation Act provides guidelines for the amount of forest land retained or planted after the completion of development projects. These guidelines vary for each development site and are based on land-use categories. These categories include agricultural and resource, medium-density

residential, institutional development, high-density residential, mixed use, planned-units development, and commercial and industrial use areas.

Generally, rural areas with larger forests have higher thresholds to minimize the number of acres cleared. For example, an area zoned for medium-density residential use would require about 25% of the forests on the site to be retained. Areas zoned for commercial and industrial use would require about 15% retention. This allows development to occur in areas where it is appropriate while protecting forests. Where little or no forest exists, the Act requires that forests be established by planting trees. Using the same example, in medium-density residential use areas 20% of a project site would be planted, but only 15% of the site requires planting in a commercial and industrial use area. Under some conditions planting may occur outside of the project site where a forest would provide protection to other natural resources, such as streams or wetlands.

The Act has already reduced clearing and grading of development sites. The development planning process is a cooperative process including engineers, developers, and resource professionals to allow development without significantly degrading forests. It is one of the first laws of its kind in the Nation.

Economic, Growth, Resource Protection and Planning Act of 1992: The “Economic, Growth, Resource Protection, and Planning Act of 1992” (the 1992 Planning Act) requires that county and municipal plans be implemented by laws, ordinances, and regulations consistent with the Planning Act and its seven visions. In addition, each county and municipality is required to update their comprehensive plan and implementing provisions to achieve consistency with the 1992 Planning Act. Directly addressing problems created by the pattern of wasteful-land-consuming development, the state’s visions declare the following:

- Development is concentrated in suitable areas;
- Sensitive areas are protected;
- In rural areas, growth is directed to existing population centers and resources are protected;
- Stewardship of the Chesapeake Bay and the land is a universal ethic;
- To assure the achievement of 1 through 5 above, economic growth is encouraged and regulatory mechanisms are streamlined; and
- Funding mechanisms are addressed to achieve these visions.

The state also has set into place procedures to insure that Maryland infrastructure improvements are consistent with state’s growth policy, as defined in the 1992 Planning Act. This procedure

(called project review) is a mechanism to assure projects are consistent with Maryland's growth policy and local comprehensive plans. The 1992 Planning Act states that a local government may not approve a local construction project involving the use of state funds, grants, loans, loan guaranties, or insurance, unless the project is consistent with the 1992 Planning Act's visions. Examples of local projects include community parks developed with state open space funds, schools, extensions of public sewer and water lines, and road construction.

One of the 1992 Planning Act's requirements is that each jurisdiction adopt policies and regulate sensitive areas, which include streams and stream buffers, habitats of threatened and endangered species, steep slopes, and 100 year flood plains. This policy and the resulting development control standards, along with the standards established in the Critical Area Law and the Forest Conservation Law, are significant protection measures. These initiatives are applicable to the Southern Maryland Heritage Region, considering that an estimated one third of the heritage area is forested. Many of these large forested areas contain mature deciduous species of trees and are rich with wildlife habitat. These provisions also are important for tributary streams, such as the Wicomico River, Nanjemoy Creek, Port Tobacco River, or Back Creek/Mill Creek, which are integral parts of the heritage setting. Currently, all three Counties and five incorporated Towns in the region are implementing sensitive area protection measures, including stream buffer and steep-slope requirements.

Neighborhood Conservation and Smart Growth Initiatives: In 1997, the Maryland General Assembly enacted the "Neighborhood Conservation and Smart Growth Initiatives" (Smart Growth). The intent of this legislation was to marshal the state's financial resources to support growth in Maryland's communities and limit development in agricultural and other resource areas. At the heart of "Smart Growth" are the "priority funding areas." Beginning October 1, 1998, the state's policy designated that priorities for funding would be projects for Maryland's municipalities, other existing communities, industrial areas, and planned growth areas identified by the counties. The designation of the Clusters located within the heritage regions are generally outside planned growth areas with the exception of those smaller portions designated Target Investment Zones (TIZ's) which often correspond to areas targeted for re-development or Neighborhood Conservation. Most TIZ's within the heritage areas are not only appropriate locations to encourage investment in heritage area resources but are "identified priority funding areas". Many of these areas are also targeted investment locations for the "Community Legacy" Program established more recently as part of Maryland's Smart Growth Initiatives.

Another "Smart Growth" initiative, launched only over the past several years which offers ongoing potential to reinforce the stewardship objectives within the Heritage Region is the "Rural Legacy Program." Under the Maryland Department of Natural Resources DNR's Program Open Space (POS), the "Rural Legacy Program" provides monies to leverage bond funds for local governments and land trusts in order to purchase properties, property rights, or perpetual easements. An objective of this program is to preserve agricultural, forest, and natural lands in contiguous blocks, corridors or greenways. Approximately 3,883 acres within the Region have already been preserved (see Table 7-1).

Many other state programs also are included in “Smart Growth.” Various programs administered under the Maryland Department of Housing and Community Development (MDHCD), as well as agencies such as the Maryland Office of Planning (MOP) and the Maryland Historical Trust (MHT), have tremendous potential to promote neighborhood re-vitalization and other “infill” re-development projects. Some “Smart Growth” programs include Maryland’s “Main Street Program” and “Smart Codes” for adaptive re-use.

Maryland’s “Main Street Program” is a downtown revitalization strategy. The program’s goal is to strengthen the economic potential of traditional communities while maintaining overall character. “Main Street Maryland” assists communities to improve their economy, overall appearance, and downtown image as a traditional center for business activity. According to State statistics, “over seven billion dollars” has been reinvested in participating communities since the program’s inception resulting in a gain of “33,000 new businesses” and “115,000 new jobs.” MOP can assist any community interested in the program. The towns of Leonardtown, Indian Head, North Beach and Chesapeake Beach are all engaged in various forms of downtown revitalization, ranging from streetscape improvements to economic development strategies designed to strengthen downtown business districts. In recent years, downtown revitalization efforts have been successful in stimulating investment in each of these communities with the exception of the Town of Indian Head.

“Smart Codes” enable more flexible building code regulations that promote “in-fill” re-development. By encouraging investment in existing communities, the reuse of old buildings and the conversion of old buildings to new uses promotes neighborhood conservation, a primary “Smart Growth” goal. The development of “Smart Codes” are designed to remove code barriers that are counterproductive for the rehabilitation and reuse of historic and other structures.

County Level Policy Measures

Charles County

Two elements or chapters of the 1997 Charles County Comprehensive Plan establish County policies for stewardship of both Natural/Environmental resources and Historic/Cultural resources in the County. The overall goal stated in the plan in its Natural Resource Protection Chapter is to “Protect the natural resources and enhance the environmental features of the County”. The overriding goal of the plan section devoted to Historic/Cultural Preservation is to “Preserve and enhance the County’s rich cultural and historic heritage.

A number of programs and implementation strategies, including the County’s “Stream Valley Management and Protection Program” have served to implement these broader goals. They include:

- Establishing a Resource Protection Zone (RPZ) in 1992 as a zoning overlay district to protect streams and their buffers from development.

- Establishing Protection Measures for habitats of threatened and endangered species both within and outside the Chesapeake Bay Critical Area.
- Working with organizations and programs to acquire conservation easements on farmland and sensitive natural area environments.
- Revisions to the County subdivision regulations in 1996 to include provisions requiring the identification and protection of historic and archeological resources as part of the development approval process.
- Exploring programs to acquire development rights, scenic easements, and fee simple lands for protection of critical historic viewsheds and vista's like the existing Mount Vernon viewshed protection program.
- Promoting the adaptive reuse of historic structures for public and private uses including bed and breakfast facilities, country inns, visual art centers or other appropriate uses in compatible locations.
- Investigating the creation of local historic overlay zones to protect significant County resources.
- Creating a Highway Corridor Overlay Zone to protect the aesthetic and visual character along major county highway corridors.

The County's Maryland Greenways Program identifies a number of established and potential ecological and recreational greenways located in the County that serve, or have the potential to serve, as vehicles for land preservation and stewardship, including Gilbert Swamp Run, the Mattawoman Creek Greenways, Nanjemoy Creek, the Patuxent Regional Greenways, the Potomac River Greenways, and the Zekiah Swamp. Additional information on existing and potential greenway trails in the Charles County can be found in the Linkages Section of this Plan.

Of the county's total land area of approximately 295,640 land acres, fifty-six percent, or 165,559 acres, are zoned agricultural. Agricultural lands dominate the southwest and eastern portions of the county. The county has recently strengthened its participation in the state's agricultural preservation program and the Transfer of Development Rights (TDR) program by requiring the use of TDRs for any proposed townhouse development. The county has approximately 3,000 acres of county or municipal parkland, while the state and federal governments have approximately 12,432 acres of parkland. Of the state and federal government parkland, about 50% is considered by the county to be active recreational land. The county adopted a new Comprehensive Plan in 1997 that notes an increased demand for trails and opportunities for greenways connections between park facilities and resource lands. The 1999 Land Preservation and Recreation Plan identified waterfront access, development of regional facilities, and hiker/biker trails as areas where the county needs to provide more opportunities.

Perhaps most important, the Charles County Comprehensive Plan clearly identifies a "Development District at the Northern end of the County wherein 75% of the County's future development is to be located. Since the vast majority of lands designated within the Heritage Area boundary are located outside this development district, this important goal should serve to

minimize development pressures and changes to the County landscape within the designated Heritage Area Boundary.

In September 2002, Charles County published the Report of the Charles County Rural Commission. The Commission was organized in 2000 to study the growth management issues in the rural area. They reviewed and made recommendations on a menu of current and proposed land preservation strategies including transferable/purchase of development rights, clustering, large lot zoning, land trusts, protection of rural roads and land preservation goals.

Since the adoption of the 1997 Comprehensive Plan, the County has embarked on an effort to achieve its historic and cultural preservation goals. In 1998, Charles County was awarded a 5-year grant from the Maryland Historical Trust (MHT) to conduct a historic sites survey of Charles County's existing structures. The first three phases of the project have been completed. The final phase will include the completion of a National Register Multiple Property Nomination, designating those properties most worthy of preservation. In addition to the fieldwork portion of the project, the County has initiated several policy changes within the department to assure that historic resources are taken into consideration as part of the development review process. Subdivision plans as well as the siting of communications towers are now reviewed by staff for their impact on historic resources. In 2002, the Historic Preservation Advisory Council was established and charged with developing a comprehensive historic preservation plan for Charles County. The plan is scheduled for completion in the fall of 2003. Charles County is also participating in the Maryland Historical Trust's Preservation Incentives for Local Government (PILG) Program. The program allows Charles County to expand its preservation activities and advance toward the goals outlined in the 1997 Comprehensive Plan including promoting adaptive reuse of historic buildings, programs for the acquisition of development rights, scenic and historic easements, rehabilitation incentives, increased public education, and the use of local historic overlay zoning, along with the expansion of heritage tourism opportunities within the County and the region.

Calvert County

Calvert County is a Certified Local Government (CLG) and has established a County Historic Preservation Commission. In FY 2002, Calvert County was awarded a \$15,000 CLG grant for Phase I of a cultural conservation study of the county's tobacco culture after the State buyout. An FY 2004 CLG grant is being prepared for Phase II of this study.

The County planning program is designed to encourage the identification, preservation, and restoration of sites and structures having historic significance, as well as control development in their vicinity to protect their visual character. This includes establishing an inventory of historic and scenic roads and developing a plan for protection of scenic qualities. This goal and others are discussed further in each of the land use classifications and the land use element sections of the Comprehensive Plan.

The County's Comprehensive Plan also identifies a series of open space sites and greenways, primarily along the Chesapeake Bay and Patuxent River. The plan calls for town centers to serve as focal points for community-based recreation and for development of a network of county-wide parks featuring unique natural, cultural, and historical sites. Types of greenways in the county vary widely. Some are designated scenic roadways, with or without adjacent bikeways. Others are off-road trails for horseback riding, bicycling, hiking, or a combination. Additional greenways are waterway corridors that provide opportunities for boating or are simply wildlife and scenic corridors.

The Historic Preservation element of the County's planning program has established and maintained a stewardship objective since 1983 to "strengthen the existing historic preservation program to ensure that Calvert County's historic and cultural legacy will continue to help shape and define the unique character of the County".

The County's Land Preservation and Recreation Plan, adopted in 2000, also identifies the "preservation and protection of valuable natural, agricultural, cultural and historical resources as one of its key purposes. This plan notes that much of the enjoyment and pleasure that residents and visitors derive from Calvert County stems from the County's unique rural landscape, which includes old towns and historic churches and homes. These features help define the character of the County and set it apart from other areas. A Heritage 2003 Plan prepared for the Calvert County Historic District Commission also supports stewardship efforts and defines its purpose to preserve the historic rural character, early structures, cultural landscapes and archaeological sites within the County.

Of the county's total land area of 138,000 acres, 57,000 acres are zoned as either Farm Community Districts (FCD) or Resource Preservation Districts (RPD). Sixty-five percent of the county's total acreage is either farmland, woodland, parkland, and open space. The county has recently increased the amount of funding for its farmland preservation efforts and has received statewide recognition for its strategy to reduce buildout. The 1990 County Comprehensive Plan established a goal of preserving 40,000 acres of prime farm and forestland. Through local efforts and participation in the Maryland Agricultural Land Preservation Foundation, the county has protected over 20,000 acres of prime farmland to date. In 1994, the county's Board of Commissioners adopted an innovative revolving loan fund to help finance non-profit organizations working to preserve open space. Local land trusts have utilized this service in acquiring lands.

Taken as a whole, Calvert County's Farm Community Districts and Resource Preservation Districts form a nearly continuous band of prime farm and forest land along the Patuxent River; surround all of Calvert County's navigable creeks; include a 6,000 acre undisturbed natural area surrounding Parkers Creek, provide a greenway corridor connecting the Patuxent River to the Chesapeake Bay, and form a greenbelt around the county seat of Prince Frederick. These areas contain the County's best farm and forestlands, its most historic houses and barns and its most environmentally sensitive areas, and most of the Resource Conservation District lands within the

Chesapeake Bay Critical Area. The County's goal is to preserve 80% of the lands in the 9,000-acre Rural Legacy Area that connects Battle Creek and Parker's Creek, a designated ecological greenways, within the next five years. Additional information on Calvert County greenway trails can be found in the Linkages Section of this Plan.

In 1993 the County instituted a mandatory clustering program. Under the terms of this program, residential development density remains the same but 50% to 80% of the lands in all new subdivisions is preserved as open space. In the first five years the program preserved 3,800 acres of land through conservation easements.

St. Mary's County

Like Calvert County, St. Mary's County is a Certified Local Government and has also established an Historic Preservation Commission. In its 2002 Comprehensive Plan, the County included in its goals and objectives for Land Use and Growth Management the promotion of "balanced heritage activities and programs that capitalize on the natural, recreational, historical and cultural resources of the county and the region, including implementation of the Southern Maryland Heritage Area plan." Other initiatives discussed in the Plan include the development and maintenance of an inventory of natural, recreational, historical, and cultural resources in the county, and amending the county's development review process to include a review of all development proposals by the Historic Preservation Commission for potential adverse impacts on historic resources. The county also proposes a review of all structures fifty years or older that are slated for demolition for historic significance; the encouragement of compatible development in designated historic districts; the establishment of performance standards to prevent negative impacts on surrounding properties; and requiring the identification of cemeteries, burial grounds, and archeological sites on a property prior to any disturbance of the site.

The County's 2002 Comprehensive Plan goals and objectives also include promoting the designation of historic sites and districts and the adaptive reuse of historic structures. Recommended policies include seeking and supporting increased opportunities for conservation, preservation, and maintenance of heritage resources through official state and federal recognition of county sites and of Southern Maryland as a "Heritage Area", providing local tax incentives for the preservation of important and significant historical and cultural resources, adopting design guidelines and appearance codes to be applicable to all locally designated historic sites and districts, and encouraging participation in natural, historic and cultural preservation through education and public awareness, via environmental and heritage education programs for adults and children.

There is growing support in the county for preserving environmentally sensitive areas and for protecting farmland from development. When asked in the County's 2000 Land Preservation and Recreation Plan questionnaire to rate the importance of recreation and resource protection actions one of the two top-rated items was preserving environmentally sensitive areas. The third ranked action was protecting farmland from development. Increasing activity among environmental and

preservation-oriented groups and organizations is further evidence of strong interest in resource protection. In November, 1997, a community forum on the environment was held at St. Mary's College and the "Patuxent Tidewater Land Trust", the County's first land trust, was formed.

The County's Land Preservation and Recreation Plan incorporates the Comprehensive Plan goals, objectives, policies, and actions for agricultural land, preservation of rural character, protecting sensitive resources, and protecting historic and cultural resources, and includes specific implementation actions that respond to some of the Comprehensive Plan's recommendations, including:

(excerpted from the Plan)

- **Organization:** Assign responsibility for overseeing implementation of the land preservation components of the LPRP. The Recreation and Parks Board could sponsor biannual meetings with relevant departments boards and commissions to ensure that the LPRP's land preservation and resource conservation recommendations are addressed.
- **Agricultural Preservation:** Implement the Comprehensive Plan's recommendations for protecting and promoting agriculture. The recommendations, if implemented, will help protect agricultural land, and support and promote the agricultural industry.
- **Land Conservation:** Support the efforts of the newly formed Patuxent Tidewater Land Trust, and participate in other land conservation programs and activities. Continue to pursue applications for funds under the state's Rural Legacy program. The program may be expanded because the response, in terms of the number of applications for funds, has been very strong.
- **Environmentally sensitive areas:** Implement the Comprehensive Plan's policies and actions for protecting environmentally sensitive areas. Incorporate Natural Heritage Areas and county-designated unique natural areas into the development review process. Determine whether specific management plans or protection measures are needed to assure protection of privately owned unique natural areas. Each area should be reviewed to determine what measures are needed. These might include acquiring easements through programs such as Rural Legacy, agreements with property owners on management plans, or acquisition. Encourage participation in environmental programs to tap into the strong local interest. The LPRP questionnaire indicated strong support for preserving environmentally sensitive areas. Programs could include environmental clean up and education. Support the Lower Potomac and Patuxent River Watershed Tributary Strategy teams. Reevaluation of the strategies is underway and may result in revised recommendations for state and local action.
- **Historic Preservation and Culture:** Pursue the Comprehensive Plan's recommended actions for historic preservation. These relate to reviewing development activity that might adversely affect historic resources, and establishing historic district overlay areas. Revise the Historic Area Districts section of the Zoning Ordinance (Section 38.4). Ensure that preservation specialists review information about historic sites that is presented on subdivision plats. This can help reduce or avoid impacts to historic resources. A proposed master plan under Phase V would develop a strategy to guide the Historic Preservation Commission's future actions. Continue to support the efforts of the

Southern Maryland Heritage Area Partnership towards designation of areas of Southern Maryland as a Recognized and Certified Heritage Area. Complete planned development projects at county-owned museums: boardwalk at Piney Point Lighthouse Museum and Park; development of a children's museum at the Little Red Schoolhouse; and a ferry between Colton's Point and St. Clement's Island.

The central goals of St. Mary's County's Master Plan and Comprehensive Land Use Plan are to protect the County's rural economy and character. County Commissioners are in the process of developing a farmland preservation plan with a full range of tools to assist them in achieving their rural land protection goals, including a Critical Farms Program, which will create an interest-free revolving loan fund for young farmers purchasing farms and other qualifying farmers committing to sell easements.

As of 2003, 57 agricultural preservation districts in the County, comprising approximately 6,453 acres, were enrolled in the Maryland Agricultural Land Preservation Foundation program. Of the total acres enrolled, easements have been sold on 41 farms comprising roughly 4,723 acres, ensuring permanent protection from development. The county's commitment to agricultural preservation is underscored by State certification of the county's Agricultural Land Preservation Program in 1996 and the adoption of a local property tax credit on land and improvements enrolled as an agricultural district, effective July, 1998.

The County is also working with the Patuxent Tidewater Land Trust on developing the St. Mary's River Rural Legacy Area to protect the St. Mary's River watershed. Building on the work of the St. Mary's River Project at St. Mary's College of Maryland to study water quality in the river, the Land Trust is developing with the County and with the support of Historic St. Mary's City, St. Mary's College of Maryland, and the River Lands Institute, a broad land protection strategy to protect and improve water quality over time and preserve critical viewsheds, historic landscapes, and valuable cropland and woodland.

Approximately 43,700 acres of the County (18% of its total land area) is located in the Chesapeake Bay Critical Area. The vast majority of these lands are designated Resource Conservation Districts wherein future development is limited to 1 unit per 20 acres. This classification provides some assurance that the County's shoreline will retain much of its rural character and pastoral qualities in the future. Critical area lands are estimated to represent over 35% of lands located within the designated Heritage areas of the County reflecting efforts to delineate lands within the heritage area where initial stewardship efforts are already in place.

The 1996 Maryland Greenways Atlas identified five potential greenways in St. Mary's County. Each holds promise to provide protected corridors of open space that allow a multi-faceted approach to land conservation. These prospective greenways include:

- McIntosh Greenway, along McIntosh Run in and near Leonardtown
- Patuxent Regional Greenway running along the Patuxent River to Greenwell State Park.

- Potomac River Greenway
- St. Mary's River Greenway; and
- Washington, Potomac, and Chesapeake Rail Trail

Each of these Greenways will be located in portions of the designated heritage area and will support both needs for protection of rural character and environmental quality. In some cases they will also augment the available trail network to support visitor needs. Some efforts are underway towards developing these greenways. A county bikeway from Charlotte Hall to California along the old railroad right-of-way was included in the County's FY 1999 budget, for development in 2002. The Maryland Department of Natural Resources is working with the County on a greenway connection between Greenwell State park and Sotterly Plantation. More information on the greenway trails program in St. Mary's County can be found in the Linkages Section of this Plan.

Municipal Level Efforts

Town of Leonardtown

Designated a target investment zone, the Town of Leonardtown has already made great strides in accomplishing an economic resurgence in recent years. After a period of decline, the downtown area has rebounded in activity with few, if any vacant storefronts, new restaurants, new court facilities, and ongoing downtown construction activity. Recent changes include context sensitive re-investment in downtown structures, development of new uses including offices, restaurants, renovation of the Courthouse (originally constructed in 1901), and substantial investments in public streetscape improvements. The Town has also become the health center of the County as medical facilities locate near St. Mary's Hospital, and the legal center. Golf Course facilities are currently being developed in association with the "Tudor Hall Resort and Conference Center" planned for construction in a location of virtual adjacency to the downtown area over the next few years. Coupled with municipal policies pertaining to restoration and revitalization of the Downtown area, Leonardtown presents a strong policy framework for the present and future protection and enhancement of heritage resources.

Stewardship activities, for the Town of Leonardtown do not relate to protection of land resources so much as maximizing utilization of land resources in such a way as to maintain a healthy downtown, and small town character. Recently implemented Downtown Design Guidelines, and ongoing streetscape improvements reflect the towns commitment to stewardship. The town is currently working to re-develop its waterfront on Breton Bay to include a mix of uses that will further support downtown activity and future conference center facility improvements..

Town of Indian Head

The term “end of the road” has been used to describe the Town and has led to a reputation or attitude that leads one to believe that not much is happening in the community. A stagnation of commercial activity in the community over the years and the inability to draw new development has been largely influenced by recent development pressures in nearby areas of Charles County coupled with road improvements to MD Rt. 210 and MD Rt. 228 to the north which have created new regional areas of commercial development. These new centers of commercial activity, notably Bryan’s Road Town Center, and surrounding growth have had a significant impact on the Town by drawing away its economic viability to larger commercial nodes which serve a more central area of the regional population.

In the face of these challenges, the town is working to establish a viable downtown improvement program, implementing many of the recommendations for downtown improvement identified by a study performed by Hyatt-Palma in recent years. The town is also working to better utilize its Potomac River shoreline as a recreational asset, to generate economic activity, and to strengthen the town’s image as a waterfront community.

Designation as a target investment zone (TIZ) within the context of this Regional Heritage Tourism initiative should provide substantial opportunity to foster investment and activity in the Town that can stimulate re-investment and support town stewardship efforts. Key facilities, if developed, (see description of Indian Head TIZ) could foster the “quality community” image the Town seeks to promote and stimulate re-development and investment in a targeted Smart Growth Community consistent with County and State policy initiatives. These initiatives can, in turn, provide additional financial resources through participation of various State and Federal agencies enjoined to support the rebirth of the Town. Absent such support, the Town of Indian Head will find it much more difficult to husband town resources to achieve its stewardship objectives through community re-investments.

The Town of Indian Head includes several districts eligible for National Register designation, some of which are located at the Naval Surface Warfare Center.

Town of La Plata

Sensitive areas within La Plata’s town limits include streams and buffers, 100-year floodplains, and steep slopes. The Town’s Comprehensive Plan Sensitive Areas element establishes policies for protecting these areas and the wildlife that inhabit them, and includes initiatives to educate the public and private sectors about the community’s role in resource stewardship. Some of these policies include:

- Prohibiting development where sewage treatment will not be a part of the central collection and treatment system operated by the Town;
- Encouraging the linking and connection of forest required for preservation so that contiguous wildlife habitat can be created;
- Establishing minimum setbacks for development, in the form of natural buffers;

- Requiring urban BMP's for development projects having reasonable potential to adversely affect the headwaters of the Zekiah Swamp, other important stream valleys, and surface water impoundment areas;
- Developing and fostering an environmental stewardship ethic to be promoted in the public and private sectors through workshops, education and outreach, and volunteer programs
- Encouraging the use of natural buffers for stream, slope and floodplain systems as a preferred protection technique over engineering solutions

La Plata's stewardship goals extend to its downtown area, and include increasing open space and pedestrian/bicycle routes to enhance alternative and environmentally friendly modes of transportation and minimize adverse affects of heavy automobile traffic, including:

- Upgrading the park system by improving existing parks and creating new ones;
- Creating a system of bicycle routes and sidewalks throughout town;
- Establishing sidewalks and street lighting on all Town streets;
- Establishing an environmentally friendly system of open space for public use.

The Comprehensive Plan's Land Use Element also includes goals that promote resource protection and preservation, including providing for more efficient development techniques such as clustering, developing innovative methods to protect and preserve sensitive areas and contiguous wildlife habitat, and encouraging residential densities that are consistent with Smart Growth.

On April 28, 2002, a sizable portion of the Town was damaged or destroyed by an F4 category tornado, including an estimated seventy percent of the businesses located within the Town's Central Business District and Commercial Highway District. The Town is preparing a strategic plan to rebuild the downtown, and has completed a detailed market analysis to determine the market demand for downtown retail and office space. During the next year, the Town will help to guide specific land use and private investment decisions so that property owners rebuild at higher densities with a greater mix of compatible uses. The plan will also outline strategies for long-term economic development and downtown revitalization.

In September, 2002, La Plata adopted the County's first Historic Preservation Ordinance, establishing a formal historic preservation commission and setting criteria for designating future historic landmarks and districts. The new ordinance was proposed by residents of the Oak Avenue area of La Plata, one of the areas most heavily damaged by the April tornado. Some of La Plata's best examples of Victorian architecture are located here, and homeowners hope adoption of the new ordinance will allow them to take advantage of State tax incentives to restore their homes.

North Beach and Chesapeake Beach

Both North Beach and Chesapeake Beach have developed or updated Comprehensive Plans in recent years that establish stewardship of community environmental resources as objectives. Both are working to diversify their economies by providing amenities that appeal to the heritage traveler. The future development of the proposed Bayside History and Nature Museum in North Beach, as well as the Fishing Creek Trail System will greatly enhance stewardship efforts in both communities by providing greater opportunities for visitor and resident appreciation of environmental resources through interpretive trail exhibits. Both communities encompass wildlife habitat in their tidal marshlands which are home to native wildlife and host to seasonal migrations. Designation of these communities as target investment zones will facilitate investment in a number of projects that will further stewardship objectives.

The town of North Beach has established an Historic Preservation Commission, which has developed design standards for the town that assist historic property owners with the rehabilitation of old buildings. The design standards also serve as guidelines for the construction of new buildings, and provide recommendations for building designs that are compatible with the town's existing public and residential buildings. The Preservation Commission has also developed an Historic Preservation Ordinance which establishes mechanisms to protect historic landmarks, sites and structures within the town, including provisions that require a property owner to file an application for a certificate of appropriateness with the Historic Preservation Commission for permission to construct, alter, reconstruct, move or demolish an historic landmark, site or structure. The Commission also designates Local Historic Landmarks within North Beach, and hopes to sponsor the completion of the survey of North Beach properties begun in 1998. Other future Heritage Preservation Commission programs under consideration include financial incentives for owners to fix up older residential or commercial buildings, and a façade improvement grant for local businesses to improve their store fronts.

The Chesapeake Beach Railway Museum has served as a focus for community history for a number of years. The resources of the Museum promote a sense of identity and a strong connection for the present beach towns to their history. An important part of the mission of the Museum is to provide stewardship to these local historic and cultural resources. Local citizens, as well as support for the town, county, and state have made this landmark a vital part of the community.

Fishing and the demand for water related facilities have maintained the traditional importance of both North Beach and Chesapeake Beach's proximity to the Chesapeake Bay as their most important asset and income resource to support the ongoing stewardship efforts within these two communities. Today, cottages built as summer homes, have been converted to year round residences. Commuters and retirees have settled as permanent residents, not just summer visitors. New construction of homes, ranging from single family to townhouse to condominium to apartment have flourished over the past ten to fifteen years, increasing the population base of both communities. From 1980 to 2000 the population of North Beach has grown from 1504 to over 2,500. The population of Chesapeake Beach has more than doubled over the same period; growing from 1,408 residents in 1980 to 3,180 by the year 2000.

Signs of investment in both communities are evident. The construction of the Water Park in Chesapeake Beach, recent opening of the Twin Beaches Community Health Center, development and re-development of restaurants, service businesses, and a variety of shops catering to both residents and visitors are signs of success and resurgence in both communities. The seven block long waterfront in North Beach has seen substantial investment with construction of the public fishing pier, and a new half-mile-long boardwalk or waterfront promenade and accompanying bike path.

Observations: Summary of Issues

Overall, local government stewardship and preservation and conservation efforts in the Southern Maryland Heritage Area are strong from a policy perspective but vary in their ability to effectively preserve heritage resources and the settings for these resources. The following provides a brief summary of the key issues involved in the protection of heritage resources. They include:

- Growth management;
- Policies for protecting or enhancing historic buildings;
- Policies for protecting cultural landscapes; and
- Policies for enhancing the climate for rehabilitation and/or adaptive reuse.

Following is a more detailed discussion of the preservation and conservation policies and implementation programs of the counties, municipalities, and other key management entities in the region.

- Policies for Growth Management:

Growth management is a key issue directly related to the SMHA. As new residents move into the area, the demand for housing will result in the conversion of land from, among other things, farm and forest uses, to residential and related uses such as commercial, service, and employment uses. Accommodating this growth, while at the same time protecting the cultural and natural resources that make-up the setting required to successfully promote Heritage Tourism will be a challenge, especially for each county government.

Projected rates of growth and population increase in each of the three counties are among the highest in the State of Maryland. The land use plans and development regulations for all three counties are designed to discourage high density development in rural areas. These rural areas constitute a large part of the setting for heritage resources. Insensitive

development in rural areas could adversely affect heritage resources, the natural environment, and the general appeal of the area for visitors.

A number of state initiatives will help guide this future growth. These include the 1992 Planning Act, the “Smart Growth” Initiatives, the Critical Areas Law, and the Forest Conservation Act. However, the success of these initiatives will depend largely on the policy implementation and enforcement. For example, growth management in rural areas, in and of itself, may not protect a particularly important scenic vista or historic structure if the developer decides to use the density allocation allowed in a way that adversely affects heritage resources. For this reason, local land use development review procedures should include guidelines that suggest ways to develop in a manner that is sensitive to the particular protection needs of the heritage resources and their settings. In addition, public awareness of the importance of heritage resources will need to be increased. Continual monitoring of growth management policies and regulations in each county used to implement those policies will be required to insure that the spirit and intent of the jurisdiction’s growth management and heritage resource protection goals and objectives are achieved.

Some other incentive-based strategies to re-direct growth away from the designated Heritage Area should be considered. Examples include creation of scenic overlay districts designed to protect viewsheds, transfer of development rights programs (TDR) that permit the transfer of development potential from within the heritage region to locations more appropriate for growth, buffer standards or requirements for development adjacent to key heritage resources, or bonus densities for voluntary compliance with special design standards to protect identified heritage resources, their setting, and other important natural resources.

- Policies for Protecting or Enhancing Historic Buildings:

Each of the counties and incorporated towns have adopted policies that support protecting and/or enhancing historic buildings and places. However, each local government will need to guard against the general tendency for local governments to seek voluntary participation of individual property owners in the designation of historic sites, or to narrowly define or construe what are important historic properties. Such tendencies impede the effectiveness of programs or regulations designed to protect historic resources. Historic preservation ordinances and local historic districts/landmarks all can be used effectively to preserve historic structures.

The ubiquitous tobacco barn is among the most visible types of buildings in the Southern Maryland landscape. Recommendations in this Heritage Tourism Management Plan are

designed to both better catalog and retain this important part of the landscape. (See later discussion of proposed projects to establish a “Barn again” program.)

The “Maryland State Income Tax Credit” available to designated historic buildings and contributing properties in historic districts within the region should be actively promoted. This program creates greater incentives to broaden voluntary participation in reconstruction or re-investment in historic structures. The overall success of the Heritage Tourism Program, as it relates to economic and community revitalization, will also act as an incentive in of itself.

The Maryland Historical Trust (MHT) Grant Fund has three programs that assist in the acquisition, restoration, and re-use of historic properties: the *Capital Historic Preservation Grant Program*; the *Non-Capital Historic Preservation Program*; and the *Historical and Cultural Museum Assistance Grant Program*. These grant funds are annually appropriated by the State of Maryland. Grants to fund capital projects include acquisition, restoration, and re-use of historic properties. Non-profits, local jurisdictions, businesses and individuals may apply for grant funds but only non-profits and local jurisdictions are eligible for non-capital grants. A 50/50 matching is required from local jurisdictions. The maximum grant awarded is \$50,000 for activities ranging from research and survey work to the development of educational programs and planning. In order to receive assistance, MHT Capital Grants require conveyance of a perpetual historic preservation easement.

MHT also provides loans to non-profit organizations, local jurisdictions, businesses and individuals through its Historic Preservation Revolving Loan Fund. Historic properties listed or eligible for listing on the National Register may acquire funds for rehabilitation or restoration. Funds may also be used to initiate short-term studies, surveys, planning, architectural engineering, or other pre-construction evaluations. Low interest loan amounts average from \$100,000-\$300,000, however, recognized receivers must grant a perpetual historic easement to the MHT.

MHT also jointly administers, with Preservation Maryland, a Special Grant Fund that supplies up to \$5,000 to entities demonstrating special needs not met by other programs, usually priority designated areas. In 1997, heritage tourism development initiatives were chosen under this priority status rating. Preservation Maryland provides grant funds up to \$5,000 and low-interest loans up to \$50,000 to non-profit organizations involved in preservation activities.

In the Fall of 2001, MHT also began providing direct funding assistance to counties to support the expansion of their local historic preservation programs. The Maryland Preservation incentives for Local Governments (PILG) Program, a partnership between the Trust and local governments, provides incentives to help those counties without historic preservation programs establish programs. For counties with historic preservation

programs, incentives are offered to assist in the development of more comprehensive efforts. Under the new initiative, counties, municipalities, and nonprofit organizations will gain access to additional funding as their respective local preservation program becomes more comprehensive. Advised by a working group of heritage preservation professionals, volunteers, and local government representatives, MHT developed a tiered system designed to encourage jurisdictions to take incremental steps toward more comprehensive preservation programs. As a jurisdiction demonstrates a greater commitment to preserving Maryland's heritage resources, it will progress through the tiers. As incentive, MHT will provide increased financial support to these communities as their commitment increases. Similarly, nonprofit organizations in participating jurisdictions will also gain access to increased funding as the jurisdiction's preservation program meets higher standards.

Counties electing to participate will have access to two funding streams. The first may be used to support property acquisition or rehabilitation, survey and inventory activities, educational programs, publications, museum development, and a host of other activities. The second, newly-created funding stream is for non-competitive program support that counties may use to fund staff conducting county historic preservation activities, development or implementation of county survey and evaluation plans, and other eligible activities. Any county that applies and meets minimum standards will receive funding. Project and program support grants will be made on an annual basis.

In the first year of participation, a county will be required to appoint a historic preservation advisory committee (established historic preservation commission (HPC) may serve as a county's advisory committee); designate a historic preservation liaison on the staff of a county agency; and develop a survey and evaluation plan covering a full range of heritage resources including archaeological sites, history museums, cultural landscapes, and living traditions, as well as historic structures and districts. The program support grants may be used to offset staff expenses related to these activities. [Click here](#) for a list of currently-participating counties and their staff contacts.

Non-participating counties do not have access to project or program support grants. At the entry level of participation, counties may apply for project support grants of up to \$50,000. As a county's preservation program grows, the ceiling for project support grants increases to \$75,000, then to \$100,000, and finally to over \$100,000. Similarly, as a county's preservation program grows, program support increases incrementally from a maximum of \$25,000 to a maximum of \$100,000.

- Policies for Protecting Scenic and Cultural Landscapes: Protecting the cultural landscape within the designated Heritage Area is made easier due to the fact that much of the land within the Heritage Area boundary is already afforded protection through public agency ownership or easements restricting development. In addition, the combination of county Critical Areas Programs and sensitive area protection measures provide effective controls

against any intense development activities along the shoreline of the Chesapeake Bay, Potomac and Patuxent Rivers and their tributaries. Critical Area law does not allow additional intense development, generally within 1000 feet of the shoreline outside of existing towns and villages.

Current measures to protect cultural landscapes could be strengthened by the adoption of scenic overlay zoning provisions for key corridors that link identified heritage region clusters. Existing steep slope and forest conservation provisions should prohibit wholesale disturbance of these areas but would not necessarily or completely protect the integrity of the vista or viewshed. Extending these efforts to the protection of scenic viewsheds can provide additional means of protecting important open spaces and heritage resources.

Most people appreciate natural and historical resources for their beauty and harmonious characteristics. Scenic viewsheds define resource characteristics based on textures and compatibility with the surrounding environment. As an example, an historic structure seems out of place when it is located between two modern shopping centers. Scenic viewsheds are an important component of the Heritage Area because they add beauty and context to the resources. Virtually all participants in the SMHA public workshops expressed a strong desire to see natural scenic beauty protected. The conservation of scenic viewsheds is recommended as a strategy to accomplish overall heritage resource protection goals and objectives.

The first step in protecting scenic viewsheds is to establish community consensus on what heritage resource scenery should be protected. These results then can be used to designate areas for protection. During the past few decades, landscape architects have pioneered a number of methods to survey and evaluate cultural and rural historic landscapes. The National Register criteria for evaluating rural historic landscapes is a primary source for determining significance and integrity, along with community participation (see National Register Bulletin 30: "Guidelines for Evaluating Rural Historic Landscapes"). Some of these methods rely primarily on the trained eye of expert landscape architects, historians, and planners, but others place a heavy emphasis on community participation. Although many methods include a large degree of subjectivity, some may be very useful in delineating scenic views for protective status within the SMHA. Visual qualities, important and contributing viewsheds, as well as unique natural features, all combine to form an evaluation system to determine the best scenic viewsheds. Designated scenic viewsheds will provide enjoyment for tourists and residents alike visiting SMHA. (See Appendix: Criteria for Scenic Viewsheds)

Protecting the scenic and cultural landscape is also directly related to each County's effectiveness in implementing stated growth management policies. Calvert County's commitment to documenting and protecting historic and scenic roads, as stated in the County's 1997 Comprehensive Plan, demonstrates that the County recognizes the

importance of preserving the scenic landscapes found along its many rural roads and highways as an additional method of preserving overall historic rural character. Charles County addresses protecting historic viewsheds and vistas in its comprehensive plan as well. The Charles County Historic Preservation Advisory Council also includes cultural landscapes in its draft Historic Preservation Plan.

- Policies for Enhancing the Climate for Rehabilitation and/or Adaptive Reuse: The climate for rehabilitation and/or adaptive reuse varies in different Heritage Area locations. By and large in all three counties the climate is a positive one for investment in rehabilitation of structures. This is particularly true in the communities of Leonardtown, North Beach, Chesapeake Beach, and Solomons. In each of these communities key public investments in infrastructure improvements have been made to help spur private investment in the downtown areas or community centers. In addition to some of the projects discussed earlier in the “Municipalities” section, the following are examples of projects and plans completed or underway in these towns and other SMHA communities that include revitalization strategies aimed at improving private investment opportunities and encouraging rehabilitation and adaptive reuse. These projects illustrate the positive climate for Rehabilitation and Adaptive Reuse that exists in the SMHA.

- Town of North Beach Zoning Code: the Town of North Beach is in the process of re-writing its zoning code in an effort to encourage new compatible development and at the same time preserve the small-town character of its original buildings and neighborhoods. Priority items include infill development and upgrading design standards and guidelines.

- St. Mary’s County Housing Authority Lexington Park Plan: an innovative planning tool prepared for the St. Mary’s County Housing Authority, the Plan includes an inventory of all 9,000+ property accounts in the Lexington Park Community Legacy Area. A physical assessment survey was conducted for each property, and the resultant documentation was loaded into a database integrated with GIS. The database and survey allow St. Mary’s County to target properties and neighborhoods for reinvestment and to evaluate the success of area revitalization efforts.

- Revitalization of former SuperFresh Site in Prince Frederick: Calvert County was awarded a 2002 NBDP grant to restore the site of an old SuperFresh supermarket in the Prince Frederick shopping center and convert it to the new Calvert Country Market, a farmer’s market featuring produce and products from Southern Maryland area farmers, artisans and craftspeople, food vendors and merchants. The market opened in June 2002 with excellent attendance and sales, and continued to thrive until its seasonal close in December. Enthusiastic merchants are preparing for another successful season in 2003. (Note: To insure the continued success of this revitalization project and help strengthen the business climate for the new Calvert Country Market and the surrounding business area, the county is working with the Maryland Small Business Development Center

(SBDC) to create a program of education and instruction that will help the small businesses and farms that sell products at the new market learn more about a variety of small business management techniques).

- Renovation of Warehouse for new Business Incubator Facility in Waldorf: Charles County was awarded a 2003 NBDP grant to complete a feasibility study on renovating a former warehouse building in the Smallwood Village Shopping Center into a new business incubator facility. (Note: This dynamic revitalization project, which is being managed cooperatively by the College of Southern Maryland and the Economic Development Commission of Charles County, is intended to promote entrepreneurial activity in Southern Maryland. Fledgling companies admitted to the Business Incubator will be provided with the opportunities, resources, and management training necessary for them to succeed.

- In Charles County, several non-profit agencies have successfully partnered with local government for the rehabilitation of existing public facilities including the recently completed Old Waldorf School and the ongoing rehabilitation of Bel Alton School. As a result of these projects, which have been partially funded by State money, protective preservation easements have been placed on these properties. Recently, Charles County entered into another partnership with the Pomonkey Alumni Association to occupy the remaining portion of Pomonkey High School.

- Most Promising Vehicles for Improving Stewardship of Heritage Resources: There are a number of promising developments in the Southern Maryland Region that will directly affect stewardship of heritage resources. These include:

- Enhancement of exhibits at the “Southern Maryland Heritage Center”.

The National Park Service, with State support, maintains the Southern Maryland Heritage Center as an exhibit at the Thomas Stone National Historic Site in Charles County. The exhibit contains information on heritage resources in Calvert, Charles and St. Mary’s Counties. This center should be securely integrated into the SMHA plan and can provide opportunities to market a variety of heritage region destinations to visitors and increase awareness, by visitors and area residents alike, of the importance of stewardship of both natural and cultural resources within the region. This federal/state investment in heritage tourism will strengthen the overall heritage area, especially in the Port Tobacco Region and endorsement in the heritage area plan may make the project more competitive for federal funding.

- County Agricultural Preservation Programs.

County Agricultural Preservation Programs have preserved substantial amounts of farmland that are key components of the regions “setting”. Acquisition of easements on farmland through this program has accelerated in recent years. If funding commitments to this program are sustained, the prospects to preserve additional lands through this program will be substantial.

- Rural Legacy Program

The Rural Legacy Program assists local jurisdictions in preserving important resources and open spaces. Each County has been awarded funding to purchase conservation easements on sensitive resource lands. Through future applications for Rural Legacy Program funding each County can continue stewardship efforts through acquisition of easements on additional lands in the region.

- Program Open Space

Program Open Space (POS) was established by the Maryland General Assembly in 1969 (Annotated Code of Maryland, Natural Resources Articles 5-901-5-911) to assist the state and its local jurisdictions in acquiring land for outdoor recreation and open space. POS has been instrumental in assisting both the Counties and towns in the region in acquisition and development of park facilities in the region. The continued efforts of POS in association with the Southern Maryland Heritage Consortium (see proposed management framework) will help achieve the stewardship objectives for the region.

- Historic/Heritage Preservation Programs

Work with county planning staffs to consider related land preservation and land use issues/programs which might support the heritage area including a heritage area overlay zone with associated design standards, corridor management plans and other areas of development review to preserve key settings, view sheds, and rural/cultural landscapes. Utilize existing programs including Rural Legacy, Community Legacy, GreenPrint, Forest Conservation Ordinance, Scenic Byways, etc. Work with local Historic Preservation Commissions or historic preservation planning staffs in efforts to identify, evaluate, preserve and rehabilitate historic resources. The commissions will be excellent partners for outreach and a logical coordinator for tax credits and other incentive programs.

- Coordinate eco/nature tourism efforts and goals with appropriate environmental organizations currently working on complimentary projects.

Section 8: Strategic Goals and Objectives

Introduction

This Southern Maryland Heritage Area Tourism Management Plan will ultimately include a number of recommended ‘bricks and mortar’ improvements to achieve the primary or overriding goal of the Plan which is to enhance the visitor appeal and enjoyment of the region by enhancing the tourism “product” while increasing economic activity in the region associated with tourism. Such bricks and mortar improvements will likely include the development of gateway facilities to orient visitors, development of additional interpretive facilities to tell the region’s stories, projects designed to enhance linkages among and between heritage attractions that encourage visitors to linger and explore the region’s offerings, among others.

The goals and objectives of this Plan are intended to provide the framework for determining the most appropriate bricks and mortar projects that will best support the goal of enhancing the visitor experience in the region. Equally important, they serve as guideposts to provide long term direction to the entity or entities that will ultimately be charged with managing the wide range of activities associated with the ongoing development of the Southern Maryland Heritage Tourism Program. Although the management plan is essentially a five-year program, the goals and objectives will remain valid and provide guidance beyond that initial period, even as management strategies evolve in response to changing circumstances over time.

The goals and objectives of this plan are proposed within a framework of six major topic areas. Each of these areas represent core components or key elements of successful Heritage Tourism Management Programs. Although no one topic area can be considered of greater importance than another, each has an important, and often mutually supportive, role to play in development of a balanced and comprehensive program strategy.

These six major elements include:

- Interpretation and Education;
- Linkages, Infrastructure and Facility Development;
- Community and Economic Development;
- Preservation and Resource Stewardship;
- Marketing and Outreach; and
- Managing Implementation and Partnerships

Interpretation and Education

Interpretation and education includes projects, programs, and activities designed to enhance understanding and use of the Region and its resources by residents and visitors. A wider range of interpretative and educational offerings strengthen the traditions and authenticity of the region's heritage components, increase knowledge among residents and visitors regarding the various heritage area themes and stories and as such build a broader base of support or constituency for long term protection and careful utilization of heritage resources. Activities related to this topic area focus on working with existing organizations and entities involved in interpretation and education to refine existing venues, programs and/or events to stimulate greater visitation and to extend the benefits of greater visitation in such a way as to reach across borders and provide regional benefits. Development of new interpretive and educational venues to fill gaps in telling the regions's story are also recommended under this topic area.

GOAL 1:

Broaden understanding of Southern Maryland's historical, cultural, natural and recreational attributes through interpretation and education.

Objectives:

- 1.1 Develop a unifying interpretive experience for the region.
- 1.2 Utilize existing and future interpretive venues to enhance or strengthen a clearer "image" of the Southern Maryland Region.
- 1.3 Strengthen the interpretive structure within the region by:
 - identifying resources linked by water transportation;
 - coordinating routes and tours that link elements of the tobacco culture with each other;
 - sharing techniques to promote interpretation of the abundance of historic churches
 - defining and implementing a coordinated approach to interpret the importance of Southern Maryland's military role to the state and the nation.
- 1.4 Evaluate the relative significance of historic resources with state and federal designations as well as the hundreds of listings in the historic inventories to determine how they may be best utilized to foster greater public awareness and understanding of cultural resources.

GOAL 2:

Develop and utilize interpretive and educational venues to enhance visitor experiences and encourage them to extend their stay in the region.

Objectives:

- 2.1 Identify and prioritize additional opportunities to integrate interpretation and experiences associated with natural resources with those of the cultural resources in order to present a “package” to the tourist.
- 2.2 Develop interpretive facilities and events that encourage visitors to travel to heritage sites and facilities located beyond the three leading destinations in the region (Solomons, Waldorf, and Lexington Park) which currently attract over 50% of all visitation to the region.
- 2.3 Create Heritage Tourism products and services that make visitor travel choices easy and interesting.
- 2.4 Organize resources for visitors using interesting themes.
- 2.5 Utilize the region’s natural resources to support outdoor and recreational tourism activities such as canoe trips, kayaking, mountain biking, birdwatching, boating and camping
- 2.6 Increase the number and quality of visitor attractions offered in the region by enhancing existing interpretive venues and developing new facilities to tell the region’s “story”.

GOAL 3:

Enable visitors to have greater understanding of and access to the region’s heritage.

Objectives:

- 3.1 Increase the public’s understanding and use of region and its heritage resources.
- 3.2 Enhance the regional tourism “product” by telling the stories of Southern Maryland’s history and development in more compelling and interesting ways.
- 3.3 Develop a series of interpretive loops that use a variety of transportation modes, including greenways, trails, rivers, and bike/hike trail segments, scenic routes, and water transport where possible to diversify offerings and broaden visitor options.
- 3.4 Develop interpretive programs and materials that can be incorporated into the existing interpretive and educational programs of compatible organization partners and entities.

Linkages, Infrastructure and Facility Development

Infrastructure, linkages, and facility development incorporates the physical support system for the visitor experience. Infrastructure objectives include efforts that will involve direct improvements to preserve and rehabilitate historic resources and associated key settings. Objectives are designed to improve linkages between heritage resources by developing a network of related tour loops. Strategies also include facility development for historical interpretation, visitor and community recreation, and enjoyment of the natural environment. Finally, objectives are designed to assure visitor support services, (visitor orientation facilities, food, accommodation, restrooms, shopping, etc.) continue to evolve in such a way as to enhance the overall quality of the visitor experience in the region.

GOAL 1:

Link small communities, as well as recreational and rural areas possessing heritage resources through use of scenic byways, creek-side drives, trails, and pathways.

Objectives:

- 1.1 Improve opportunities for public access to the water within all three Counties within the region and diversify public opportunities for variety in activities at waterfront locations including beach wading/sunbathing, boating, fossil hunting, canoeing, kayaking, sailboarding, etc..
- 1.2 Develop a “Where Time and Tide Meet” Water Heritage Tour which would link natural and cultural resources in the Heritage Area.

GOAL 2:

Develop a system of “core” tour loops and subordinate tour loops and trails to facilitate visitor orientation and support the heritage experience.

“Core” Heritage Infrastructure - Several Major Routes including the route 210, 301, 2/4 and 5/235 corridors serve as the primary interconnecting spines through the heritage region. They act to link many parts of the heritage region. Initial or “Core” Tour loops should be linked to these corridors to facilitate visitor orientation and access. Signage can be enhanced to provide orientation, facilitate tour route decision-making by residents and visitors alike and to help visitors access tour loops from each corridor and other major routes as may be appropriate. Development of additional heritage tour and trail loops that link major historical, cultural, natural, and recreational venues will also enhance visitor experiences.

Objectives:

- 2.1 Develop additional driving tours or tour loops to augment the three initial driving tours developed to date.
- 2.2 Develop appropriate signage at key locations along major routes to direct residents and visitors to heritage tour route locations.
- 2.3 Construct trails and associated improvements in key locations to diversify modes of transport used to enjoy the regions heritage experience.
- 2.4 Examining opportunities to provide rail or additional trail system access to various portions of the heritage region. These opportunities include use of the rail corridor from Washington D.C. to the Town of Indian Head. Other opportunities to establish a scenic train route in the region should be explored.
- 2.5 Examine opportunities to utilize former rail corridors to expand bike and hiking trail system offerings in the region and provide hiking alternatives paralleling driving tour routes.
- 2.6 Identifying, designating, and providing signage at trailheads along tour routes and other loops to connect foot, bike, horse trails, roads and commuter rail.

GOAL 3: Foster linkages among and between heritage attractions that encourage visitors to explore, linger, and sample the diverse offerings of the Southern Maryland Heritage Region.

Objectives:

- 3.1 Utilize driving tours, tour loops, and trails to organize and link the new and existing interpretive/recreational venues for a cohesive visitor experience.
- 3.2 Provide assistance and funding to develop and manage operation of Discovery Centers and or Gateway Facilities in key locations or orient visitors, and define appropriate interpretive exhibits and materials that support a unified heritage program.
- 3.3 Select additional driving tour loops to utilize scenic qualities of the region and promote their use.
- 3.4 Provide support and funding for improvements at existing interpretive/visitor facilities.
- 3.5 Develop, design, and implement coordinated signage and informational packages using the “Where Time and Tide Meet” logo, potentially including differentiated signage for each loop to reinforce its identity.

- 3.6 Develop interpretive wayside exhibits along the driving tour loops. Interpretive wayside exhibits will also be developed for historical and natural settings to highlight the history and significance of resources along the route for self-guided tours.

Community and Economic Development

Community and economic development includes activities designed to support and stimulate community growth and capital-base expansion. Strategies include actions for assisting individuals, organizations, and communities, who will benefit from heritage tourism, such as bed and breakfasts, restaurants, and other visitor service industries. The Heritage programs and its activities will promote and assist community and economic development through marketing initiatives, creation and promotion of business and development opportunities, assistance in securing development financing, and promotion of locally-based businesses.

GOAL 1:

Designate “Target Investment Zones” for public investment that serves as a catalyst for further public and private investment.

Objective:

- 1.1 Stimulate rehabilitation and reinvestment to improve the condition of the physical resources within the heritage area to retain and enhance the integrity of the setting and its character.

GOAL 2:

Increase the economic activity associated with tourism, creating opportunities for small business development, job growth, and a stronger tax base.

Objectives:

- 2.1 Support community growth and capital-based expansion by assisting efforts for community revitalization and the reuse of historic structures and sites.
- 2.2 Providing financial and technical assistance for related revitalization efforts that reinforce historic venues and settings for heritage tourism, such as business retention efforts and assistance in new business creation that takes advantage of the Heritage area’s resources and historic rehabilitation.
- 2.3 Providing periodic assistance for demonstration projects which offer exemplary practices in coordinating development, reuse, and/or preservation with other revitalization

programs. This might include support of coordinated “Main Street” programs for the Region’s core resource communities (notably the Towns of Leonardtown, Chesapeake Beach, North Beach, Indian Head and the community of Solomons), or providing technical, marketing, and financial assistance to localities and businesses.

- 2.4 Assist local businesses that are involved in historical rehabilitation or restoration, such as antique stores or bed and breakfasts.
- 2.5 Strengthen the coordination of efforts that Heritage Area designation will bring to sustain and build partnerships between the Southern Maryland Travel and Tourism Committee and other organizations that represent public and private interests with connections to all facets of tourism including attractions, lodging, food service, maritime activities, historic preservation, and public relations.

GOAL 3:

Enhance economic development and tourism while expanding recreational opportunities in the region consistent with its heritage resources.

Objectives:

- 3.1: Improve visitor information and support services in the Region. Greater visitor support information and assistance will increase activity and visitation throughout the entire heritage region. Such information broadens the prospects for visitor’s discovering new sites, exploring existing and new interpretive facilities, and supporting heritage venues, events and facilities. These elements are essential for the success of the Heritage Program.
- 3.2 Supporting development of informational materials within the Heritage region, such as maps, guides, and related services. Improvements include assistance in packaging tours of the Region that incorporate multiple services and might be targeted to different market segments including business travelers, leisure travelers, and residents.
- 3.3 Using new technologies, such as the Internet, to create the potential for revenue sources to support development of region-wide information and products.

GOAL 4:

Balance the impact of tourism activity with the quality of life enjoyed by residents.

Objectives:

- 4.1: Target assistance in compatible areas with compatible uses for the best return on

investment. *Economic development should target areas and uses that will be compatible with the character of the region. Targeting compatible uses also will assist in balancing the impacts of increased tourism on the local quality of life and provide the best return on investment.*

- 4.2 Encourage centrally managed entrepreneurial activities, such as logo licensing, fee-based activities, and/or development packaging.
- 4.3 Maximize targeted assistance for tourism within the region and downtown areas of the Towns of Leonardtown, Chesapeake Beach, North Beach, Indian Head and the community of Solomons, while minimizing investments in tourism development in outlying residential areas.

Preservation and Resource Stewardship

Preservation and resource stewardship pertain to the protection, preservation, enhancement, and management of the natural, cultural, and historic resources within the heritage area for future generations. In general, these functions are the responsibility of the county and municipal governments, public entities, and private interests that control and manage buildings and land use. The Heritage Management Plan should encourage public and private organizations within the heritage region to recognize the value of historic resources, as well as the region's natural settings and its recreational resources. The entity(s) responsible for implementing the plan should advocate enactment by responsible local government of measures for effective resource protection. In general, actions and strategies under this program will be aimed at enhancing the climate for preservation and rehabilitation of historic buildings and conservation of natural and cultural resources. These actions together preserve the setting which serves as a pre-requisite for promoting heritage tourism in the region.

GOAL 1:

Encourage the preservation and conservation of heritage resources

Objectives:

- 1.1 Expand and promote heritage education, using natural and cultural resources within the region to communicate the importance of the resources to the quality of life for residents of Southern Maryland and to educate them about threats to those resources and opportunities for action.
- 1.2 Create an environment for a stronger public policy foundation to support resource

preservation and conservation by broadening public understanding of the value of heritage resources.

- 1.3 Assist the counties, towns, and private interests in their efforts to protect, preserve, enhance and manage the heritage resources of the region for future generations.
- 1.4 Encourage the adaptive reuse of historic sites and structures.

GOAL 2:

Encourage the preservation and conservation of unique natural areas and rural character which represent the setting for heritage resources.

Objectives:

- 2.1 Advocate enactment of appropriate resource protection legislation by responsible local government entities.
- 2.2 Assist local governments in the development of resource protection/management programs to ensure the long term protection of heritage resources.
- 2.3 Support land trusts and conservancy organizations in their efforts to utilize easements to protect resource lands and where possible encourage their protection efforts to include use of sites for interpretation.

GOAL 3:

Preserve the continuity and authenticity of cultural arts, heritage attractions, heritage events and indigenous regional traditions.

Objectives:

- 3.1 Enhance the climate for preservation and rehabilitation of historical structures and sites and conservation of natural and cultural resources within the Southern Maryland Heritage Region.
- 3.2 Balance the preservation, conservation, and maintenance of the Heritage Area's natural and cultural resources with the economic and social well-being of the region.

Marketing and Outreach

Marketing and outreach provides focus on activities and initiatives designed to promote the

region's identity and offerings to local and regional audiences. Targeted marketing programs, the development of a uniform logo for signage and products, and interpretation of core themes all will be part of a broad-based marketing strategy to develop and enhance awareness of the region, attract a larger, multi-market audience, and achieve optimum visitation.

GOAL 1:

Enhance the visitor appeal and enjoyment of Southern Maryland's history, culture, and natural environment and scenic beauty by improving the overall "product" and visitor experience.

Objectives:

- 1.1 Foster a stronger regional identity for the Southern Maryland Heritage area and develop a comprehensive marketing plan for the region.
- 1.2 Coordinate marketing, promotional activities, and local programming with public/private activities and attractions to maximize exposure for the region and develop mutually supportive marketing and promotional programs.
- 1.3 Develop mutually supportive marketing and promotional activities with state and local government agencies, existing tourism business development organizations, Museums, and businesses engaged in providing visitor support services to leverage resources and secure greater co-marketing opportunities for the Heritage Area Program.
- 1.4 Develop a certification program for providers of visitor support services in the heritage area to enhance marketing efforts. Such a program formalizes the program support provided by the private sector and helps to insure a better quality visitor experience and product to continue to market over time
- 1.5 Develop a network of cooperative relationships with existing tourism and business development organizations to assist in marketing efforts.

Managing Implementation and Partnerships

Broadening visitation to the Southern Maryland Heritage Region and accomplishing the many other related objectives identified in this plan will require a cooperative effort among its partners, who will implement specific projects and programs to achieve the objectives and advance the strategies of the Management Plan. Implementing the Management Plan also will require commitment of significant financial resources from a variety of sources. These financial resources will be used to fund the staffing and operations, program activities, and capital projects required to implement this plan.

Establishing an effective management platform or organizational structure for focusing efforts to accomplish heritage program objectives will be critical to program success. Such an organizational structure should serve to inform, coordinate and unite the efforts of various organizations currently engaged in telling the region's story and promoting various aspects of the heritage program to improve overall effectiveness. The structural framework should also serve as a basis for integrating new partners into policy, planning, and implementation decisions. Partnerships are important to the successful implementation of this Strategic Plan for the Heritage Region. The role of individual partners varies, but partnerships are basic to virtually every facet of the Plan. In order to work within an overall management framework, each partner must understand what role they are being asked to play in the evolution and development of the Southern Maryland Heritage Program. The following outlines the recommended actions that partners within the overall management framework would be requested to undertake.

GOAL 1:

Create a non-profit corporation (501-C-3) or the “Southern Maryland Heritage Area Consortium” (SMHAC) to pilot efforts to implement this plan and establish a management platform for implementation that brings together heritage area partners, and provide an organizational form that will permit it to seek grants from both public and private sources to augment the range and types of projects that can be undertaken to promote heritage tourism within the region.

Creation of a non-profit corporation (501-C-3) or the “Southern Maryland Heritage Area Consortium” is recommended as the best means of piloting efforts to implement this plan. The non-profit corporate entity can serve to bring together the many heritage area partners which are currently engaged in a large number and wide range of heritage area initiatives, provide a forum for assuring their collective efforts yield intended benefits to the region, and provide an organizational form that will permit it to seek grants from both the public sector and from private foundations to augment the range and types of projects that can be undertaken to promote heritage tourism within the region.

Objectives:

- 1.1 Assist partners in the development of a tourism infrastructure, such as visitor services and facilities and enhanced heritage tourism and recreation offerings;
- 1.2 Create a regional identity and participate with others in regional marketing/promotional strategies to increase tourism; and
- 1.3 Partnering with local communities and organizations as well as state and local agencies or foundations to achieve community revitalization and economic development objectives.

Implementing the Management Plan will tax the current capacity of any existing organization engaged in promoting Heritage Tourism within the region. Many such organizations function as coordinating and review organizations, relying largely on technical and staff assistance provided by the Counties or others to accomplish essential tasks, such as preparing grant applications, publishing newsletters, and continuing public and community relations.

GOAL 2:

Establish an organizational structure that serves to inform, coordinate and unite the efforts of existing organizations currently engaged in promotion, interpretation or other aspects of the telling the region's story. It should also serve as a basis for integrating new partners in projects, marketing, programming, and development of interpretive facilities.

A new non-profit will expand the capacity to perform the numerous tasks outlined in this Management Plan. The process of creating such an organization should also increase opportunities for existing organizations engaged in various aspects of heritage tourism to define the role and activities of the organization.

Objectives:

- 2.1 Develop a mission statement for the organization to reflect its role as a catalyst for heritage preservation and tourism development;
- 2.2 Develop the "Articles of Incorporation" and "Bylaws" as necessary to establish a Board of Directors that assures broad representation from existing heritage area organizations and service providers and businesses;
- 2.3 Establish an effective committee structure;
- 2.4 Define the scope of organizational operations and activities.

GOAL 3:

Strengthen the public/private partnership that will interpret, communicate, publicize, protect, and restore the resources within the Heritage Region and accomplish these goals via partnerships among local and regional leaders, non-profit organizations, businesses, and state agencies.

Objective:

- 3.1 Maximize partnerships between the Heritage Program management entity and public/private interests to advance the mission and leverage capacity to support further development and evolution of the region's Heritage Program over time.

Section 9: Target Investment Zones

Criteria Used to Establish Target Investment Zones

The following criteria were derived from the five criteria stated within the Maryland State Heritage Area Program Guidelines. These criteria have been adapted to the Southern Maryland region's character and environment to assure evaluation of potential or candidate TIZ's is both objective and comprehensive.

Concentration of Historic, Cultural and Natural Resources

- Does the area have a concentration of existing resources that are of a high caliber and are either unique, attractive, or in some other way likely to be of great interest to visitors?

(These resources can be associated with a notable person or event; might be associated with community events; or in some way contribute to the settlement and history of the region)

- Is the area compact or walkable?

(Within the TIZ, it should be reasonably easy to drive a car, find parking, or create the opportunity to be served by transit, tour buses, jitneys, or even horse drawn carriages.

- Is the area compact enough to encourage reinvestment that will not be spread so thin as to be an insignificant improvement?

- Does the area have an anchor attraction?

(Like an anchor store in a mall, an anchor attraction can draw visitors in higher numbers, encourage spin-off development, and serve as a point of departure to other services and smaller historic/cultural and natural attractions. Anchor attractions also serve to form the area's identity in the visitors mind. More than one anchor attraction strengthen's drawing power).

Available Incentives must Be Capable of Making Measurable Difference

- Would the investment requirements of the potential TIZ overburden available financial resources?
- Would the investment resources be depleted before private investment would be leveraged or other economic benefits would be derived?

- (Attraction of private capital and \$\$'s are preferred to public investment).*
- Does the potential TIZ area need designation and resources to succeed?

(Areas should be able to show that other factors are in place, such as community or leadership support or that a concentration of resources or underutilized properties exist such that success could be achieved with extra incentives and leverage offered by the Heritage Areas Program with TIZ designation).

Overlap with Other Revitalization Districts or Areas Targeted for Investment

- Is the area designated an empowerment zone, enterprise zone, main street corridor, or State priority funding area?

(Heritage Program TIZ incentives can be best leveraged in areas that benefit from other public resources or private investments).

- Does TIZ designation of this area maximize interaction among and between other resources and attractions within the heritage area?

(Areas with distinct identities, historic focus(es), interesting or unique architecture or other qualities, can give the visitor a reason to see and connect with another area and extend their stay and increase tourist spending).

- Will visitors feel safe and comfortable in the potential TIZ?

(Visitors must feel safe. If there are real or perceived crime problems in the area they create an obstacle to success. If policies, strategies or programs can decrease the perception or likelihood of crime, it can strengthen the potential TIZ's position for investment and visitation.)

- Will visitors basic needs for comfort be met in the potential TIZ?

(Aside from crime, visitors have basic comfort requirements. A cleaner community, availability and access to restroom facilities, eating locations, parking, etc. are important measures to satisfy these basic needs).

Local Private and Public-Sector Investment

- Are community organizations and business associations financially solid such that they could lend support, provide guidance and/or leverage dollars for projects in the potential TIZ?

(The strength of existing community and business organizations and leadership is key to building momentum and sustaining management and implementation of a potential TIZ).

- Does a cooperative spirit exist between community organizations, local government, and the business community in the potential TIZ?
- Will existing residents and businesses in the potential TIZ be supportive of Heritage Area goals and initiatives and be willing to generate backing from other community interests and political representatives?
- Are elected officials (Town, County, State and Congressional Representatives) likely to support heritage area goals and willing to support and commit administrative and legislative actions to attain goals.
- Does the area offer a mixed-use environment or is there an opportunity to strengthen or diversify the mix of uses within the potential TIZ?

(A mixed use environment offers the best opportunity for long term successful community revitalization and heritage-tourism promotion. Retail businesses should serve neighborhood residential needs such as markets, groceries, bakeries, and hardware stores but also provide services that will attract visitors, such as coffee shops, unique gift shops, antique stores and bed and breakfasts).

- Does the potential TIZ offer a concentration of underutilized or publicly controlled properties that could benefit from redevelopment incentives?
- Are other planned new developments or redevelopment activities located near or within the TIZ.

(TIZ designation can coordinate with and “piggyback” on other planned development, increasing the leverage of both projects and reducing risk.)

Boundaries Facilitate Collection of Performance Measurement Data or Information

- Do the potential TIZ boundaries overlap with census tract boundaries in order to allow trend line analysis of population and housing data over time.
- Do the potential TIZ boundaries correspond to data collected by other agencies/organizations such that business or employment data could be used to measure heritage program performance over time.

Recommended Target Investment Zones

The following target investment zones have been selected based on the application of the criteria

defined in the previous section. Six TIZ's have been selected from a candidate list of sixteen identified in the Southern Maryland Heritage Program "Recognition Application". Application of the evaluation criteria has prompted reconfiguration of earlier proposed TIZ candidate areas, a reduction in the size of several proposed TIZ's. In some cases the name of the proposed TIZ has been changed from that used in the recognition application to better reflect the nature of the area proposed as part of the proposed TIZ. The proposed TIZ's were selected based on the collective potential for the projects located in each area to achieve the goals of the *Maryland Heritage Areas and Tourism Development Program*. Candidate projects within the TIZ's include trail segments and facilities, interpretive facilities, and community revitalization projects. Projects in each TIZ have the potential to leverage private investment and provide a return on public investment.

The eight proposed TIZs include:

- The Town of Indian Head in Charles County
- Port Tobacco in Charles County
- Friendship Farm Park/Nanjemoy in Charles County
- Portions of the Town of Leonardtown in St. Mary's County
- Piney Point/St. Georges Island in St. Mary's County
- Portions of Historic St. Mary's City
- Portions of the Towns of North Beach and Chesapeake Beach in Calvert County
- Portions of the area of Solomons in Calvert County

The Town of Indian Head

The Town of Indian Head is in a unique situation with regard to its physical location and the economic forces at work in the region. The Town is located between the Indian Head Division of the Naval Surface Warfare Center at the southern end of MD Rt. 210 and the Development District of Charles County, which occupies a large portion of the north central and western portions of the County. In 1985 the Town had a residential population of 1,612 which grew substantially to 3,531 by 1990 (in part due to annexation). The Town population according to the 2000 census was 3,422 indicating a 3.1 percent loss in population during the 1990-2000 period.

The term "end of the road" has been used to describe the Town and has led to a reputation or attitude that leads one to believe that not much is happening in the community. Supporting that notion, there has been a stagnation and erosion of commercial activity in the community over the years. The inability to draw new development is largely influenced by recent development pressures in nearby areas of Charles County coupled with road improvements to MD Rt. 210 and MD Rt. 228 to the north which have created new regional areas of commercial development. These new centers of commercial activity, notably Bryan's Road Town Center, are having a significant impact on the Town by drawing away its economic viability to larger commercial nodes which serve a more central area of the regional population.

The Navy Base adjacent to the Town is a destination for over 2200 employees. These commuters primarily travel through Town to their employment and stay on base during the day. In the

afternoon the travel back through Town to destinations north and east of the Town and have little contact with local businesses except for a significant lunch business.

Designation as a TIZ within the context of the Regional Heritage Tourism initiative provides substantial opportunity to foster investment and activity in the Town that can stimulate re-investment. Key facilities, if developed, could foster the “quality community” image the Town seeks to promote and stimulate re-development and investment in a targeted Smart Growth Community consistent with County and State policy initiatives. These initiatives can, in turn, provide additional financial resources through participation of various State and Federal agencies enjoined to support the rebirth of the Town. These key facilities, designed to both enhance the communities “visitor-friendly” qualities and support the needs of residents include:

■ **Native American Museum**

A new Museum featuring the Native American Life theme and the story of the Piscataway Nation and its various tribes including the Yaocomico. The story would feature various periods including pre-contact settlement, the impact of colonial contact and settlement on Native American life, and the support and survival skill training they provided early colonists. This project will require extensive discussion and coordination with existing smaller Indian Museums in Waldorf and La Plata. In fact, the project might be jointly developed by the Town and existing museums as a partnership project.

The Native American Story sets the stage for “Maryland Beginnings” and is both unique and interesting. Further development of this heritage theme will also require coordination with the museum facilities in St. Mary’s City and at Jefferson Patterson Park that explore other aspects of the Native American story such as the archeological aspect of the story. Visitation to such a facility could be easily promoted given the name of the Town.

■ **Potomac Riverfront Promenade and Marina**

This project has been discussed for some time in various forms. Essentially it requires federal partnership through the Navy to permit the town to use existing Potomac River waterfront access facilities (small marina) adjacent to the Town for public use. Such a project would enhance waterfront access opportunities for both Town and County residents and provide a recreational amenity to diversify the range of visitor offerings needed to become a heritage area destination. Acquisition of additional waterfront lands extending north of this site, or partnerships with existing landowners could provide land for an extended “Potomac Riverwalk” near the Potomac with changes in elevations that could provide dramatic views.

■ **New Country Inn Facilities**

Inn facilities need to be developed to support life in Downtown Indian Head and to spark downtown development and re-development activities. Appropriate locations for such a facility include along Route 210 (Main Street) near the Navy Base or adjacent to the Village Green.

Such facilities are needed throughout the Southern Maryland Heritage Region and Indian Head represents a “smart growth” location for their development. Location of a 15 to 40 room Victorian Country Inn in downtown Indian Head satisfies a need for appropriate accommodations for heritage travelers, provides a resource for local events, and can bring life to a downtown

■ **Theater/Cultural Entertainment Facilities**

Assist the Town in developing a black box theatre to further diversify downtown offerings, and create night life in Downtown Indian Head.

Port Tobacco

One of the oldest communities on the East Coast, Port Tobacco first existed as the Indian settlement of Potopaco and was colonized by the English in 1634. During the late 1600's the town became the second largest river port in Maryland and was the original County Seat. From 1727 until the end of the 19th century Port Tobacco was the center of political and social life. It was larger than the other towns in the areas and was the center of commerce. Warehouse Landing which was down Port Tobacco Creek a short distance from the Town was the Naval Port of Entry, where goods were weighed and ships unloaded goods for the colonist, as well as the location where hogsheads of tobacco were loaded for trade and sent to England. Siltation of the River and the passage of the railroad through nearby La Plata eventually diminished Port Tobacco's importance. Near the end of the 19th century the county seat was moved to La Plata and Port Tobacco languished. Today the boundaries of the original town boast a population of 15 people according to the 2000 census.

Port Tobacco consists of a village green, or public square, bordered by a reconstructed Federal-style courthouse, two restored 18th century houses, one reconstructed 19th century house and the Salt Box on Cheapside Street. The courthouse is a 1974 reconstruction of the 1819 courthouse which burnt in 1892 and occupies a prominent location. Of the original 80 structures, few survive, still Port tobacco has one of the greatest concentrations (if not the greatest concentration) of historic structures in Southern Maryland. This concentration of historic structures, the opportunity to interpret a wide range of themes in this location (Geography, Native American Settlement, Contact Period, Development of Port Tobacco, Early Colonial Town Life, etc.) and the Town's very short distance to Route 301 make it the logical focal point for historical interpretation within Charles County and support TIZ designation. The following recommended projects are proposed to support Port Tobacco's role as one of the County's focal points for historical interpretation of three major themes: tobacco and agriculture, maritime transportation, and colonial settlement.

■ **Utilize Port Tobacco Courthouse and Public Square to Interpret the Town's Role as an Important Colonial Port**

While some of these projects include construction of exhibits, the majority of the improvements are designed to be unobtrusive to their surroundings so as not to disturb the peaceful, residential setting of the town's center. The desired effect is to suggest the layout and activity of the town as

it was in the 17th and 18th centuries, rather than to rebuild the town center altogether. To achieve this effect the use of supporting interpretation, in the form of signage and on-site interpreters or tour guides, will be important for the visitor to be able to “fill in” an emotional sense of the town as he develops a visual sense of it.

■ **Explore the feasibility of Developing Broader Interpretive Offerings at Port Tobacco to Recreate the Village Center as it Was During its Heyday as Major Port Town**

Explore the feasibility of developing broader interpretive offerings at Port Tobacco, such as constructing “ghost structures” or frame outlines of buildings that were central to the town, i.e., shops, churches, jail, school, etc. Interpretive panels and interactive audio kiosks located around the public square can be used to interpret the frames and help develop the visitor’s sense of the level of activity this quiet area once saw. Costumed interpreters, some recreating actual characters such as a ship’s captain, a merchant, a housewife going to market or a farmer bringing goods to the wharf, can be used to complete the visual picture of a bustling 17th century colonial port.

This concept could be expanded into an education program as an archaeology “field school”, possibly in partnership with St. Mary’s College Historical Archaeology field school and the Maryland Archaeological Conservation Laboratory at Jefferson Patterson Park and Museum. Field school students could perform a wide variety of field tasks including surveying, excavating, mapping and recording the sites of historic structures in Port Tobacco in a program that would be able to be seen by visitors to Port Tobacco. Students and site docents could interact with the public to present the archaeological history of Port Tobacco to a wide variety of audiences. Guided tours of the site could be given on a regular basis by students assigned during scheduled times as tour guides. On specified days or as a special event the public could be invited to join in the research by helping to screen for artifacts or construct frames.

■ **Re-create Stocks, Gallows and Dunking Chair**

These facilities given the historic location of the jail would be of great interest to visitors if re-constructed in the area of the Courthouse or former jail location.

■ **Develop Interpretive Signage about Port Tobacco River**

Develop signage and maps interpreting Port Tobacco River and its role as maritime/shipping and transportation route. Develop a walking trail beginning at Compton’s Field/visitor parking area and leading to nearby marsh. Link trail to other town walking trails and larger trail connecting to Chapel Point State Park (see below).

■ **Enhance Road Signage from La Plata to Port Tobacco Courthouse**

Signage improvements are necessary to direct visitors to the facility and are a key means of increasing site visitation.

- **Acquire Compton’s Field, Contiguous to the Courthouse to Accommodate Parking Needs**

This site could also be used to provide land for the stocks, gallows and dunking stool or support relocation of any historic structures that support the reconstruction of Port Tobacco as a colonial town (something less than Williamsburg, but along the same lines).

- **Encourage Reconstruction of One of the Former 18th Century Inns**

Such a facility could feature the feel of an authentic 18th century inn experience, might include restaurant facilities and/or could be used as a visitor center to free up the courthouse for historic interpretation.

- **Develop Trail System Linking Sites Within Port Tobacco and Linking Port Tobacco to Sites Located Nearby**

Sites within Port Tobacco to be linked by this trail would include the Courthouse, Catslide House, One room Schoolhouse and other historic structures deemed appropriate. Sites outside Port Tobacco that should be linked to the town through the trail system include Betty’s delight, Rose Hill and NPS facilities at Thomas Stone National Park to the North and Chapel Point State Park and St. Ignatius Church to the South.

Friendship Farm Park/Nanjemoy

Nature tourism represents one of the leading opportunities to enhance visitation to the Southern Maryland region and to protect key natural resource locations at the same time. Residents in Charles County identified nature tourism or eco-tourism as a priority theme to be developed in the course of preparing this Strategic Plan for Heritage Tourism in the region.

Charles County hosts one of the densest populations of nesting Bald Eagles in the lower 48 states within the Nanjemoy Area of the County. The region is also unique as it is probably the single largest undeveloped and heavily forested area or region which remains today within a location that is less than a one hour drive from the Baltimore/Washington metropolitan areas.

As noted in a study prepared by Fermata, Inc. on behalf of Charles County in the fall of 2000, designed to identify and recommend nature tourism development opportunities, the County has not only a great concentration of natural resources to serve as the foundation for nature tourism, but “has a recognizable market as well as a distinctive selling proposition in the Bald Eagle that will serve as a brand for nature tourism in the region”. The Bald Eagle is our nation’s symbol and the one bird (or wildlife of any type) recognized by most residents of our country and world. Given the County’s world class population of Eagles and presence of the nation’s capital within a one hour drive, the County is well positioned to offer these millions of visitors an opportunity to experience the natural (in contrast to the human) history that shaped and fashioned the founding of our nation. As noted by Fermata, for a successful nature tourism plan Charles County must have:

- A community-wide commitment to preserve and expand access to its natural resources.
- A central interpretive site, utilizing the Bald Eagle as a metaphor for nature.

Friendship Farm Park located on Nanjemoy Creek represents an ideal location for development of such a central interpretive facility to promote nature tourism in the county. Owned by the County, the site is perched on a bluff over Nanjemoy Creek and offers both sweeping vistas and an intimate relationship with the adjacent waters. Bald Eagles nest close by and the park has Native American and early contact settlement historic ties. This plan designates Friendship Farm Park and surrounding resource areas as a Target Investment Zone due to the overwhelming concentration of these natural heritage resources in this area and the opportunities presented to diversify and strengthen the regions heritage tourism offerings through investment in this location.

Investments planned for this location include:

■ **Development of an Interpretive Center**

This facility would serve as the hub for all of the county’s nature-oriented initiatives as recommended through previous studies. The proposed interpretive center would include an observation deck and large picture windows to permit visitors to take in the grand views afforded on the site. An existing structure could be modified into an interpretive center. This center could interpret Nanjemoy Creek and it’s estuaries, the areas’s Native American and Post-European settlement history, and provide permanent telescopes through which to view Bald Eagles in nearby nesting locations. The Center would also serve as home to estuarine studies and similar programs. Development of the Center will include construction of parking facilities to support visitation.

■ **Develop Trails and Wildlife Observation Areas**

Trail would be developed to link various wildlife observation areas and blinds, as well as camping and fishing areas and existing boat launching facilities.

■ **Re-vegetate Portions of the Park Site to Provide Habitat and Windbreaks**

These improvements would be targeted to select locations where re-vegetation could provide wildlife benefits, provide more diverse habitat, or render portions of the site more accessible or comfortable to visitors.

■ **Develop Facilities to Support Canoeing/Kayaking Activities**

The protected waters along Nanjemoy Creek, its miles of accessible marsh and undeveloped shorelines render this location exceptions for kayak and canoe activities. Facilities should include kayaks and canoes available for rent and map materials identifying recommended trail routes and interesting exhibits of flora and fauna that might be viewed along each route.

■ **Maintain an Active, Working Farm**

Coupling nature tourism with the unique opportunity to view a working farm will combine the best of two excellent attraction potentials on the site and will assure appropriate forms of stewardship for various portions of the site.

■ **Develop “Eagle Cam” as Educational and Marketing Strategy**

This tool will permit visitors to the Charles County tourism website to link to a digital camera focused on an active eagle’s nest as a means of promoting visitation to the region and Friendship Farm Park.

■ **Connect Friendship Farm Park to Other Nature Tourism Oriented Facilities**

Friendship Farm Park is proposed to serve as the anchor or hub for nature tourism visitation to the County. From this hub, materials should be developed to feature nature tourism driving tours and the identification of the many additional sites that offer nature tourism opportunities including wildlife viewing, birding, and related activities. These sites could include Cedarville State Forest, Chapman’s Landing (if available), Mallows Bay/Douglas Point, Maxwell Hall, and Purse State Park.

Leonardtown

Leonardtown is the oldest town in the State of Maryland that has been incorporated. The town, now located at the headwaters of Breton Bay, was originally established in the mid 1650's nearer the Potomac River in an area now known as Newtown. In 1708, 50 acres at the head of Britton’s Bay, known as Sheppards Old Fields, were laid out in 100 lots. The area, named after the governor became known as Seymour Town.

By 1728 the Town began to become the center for government and commercial activity for the County. A brick courthouse was authorized in 1736. By 1744 1,096 acres around the original Town was patented to Abraham Barnes as the plantation on which he built Tudor Hall. Leonardtown was incorporated in 1858 and functioned as a port from colonial times through the passing of the steamboat era. After this period, better roads and trucking ended its primary function as a port community. Nevertheless the Town remained as center for commerce and government.

In recent years, Leonardtown has begun to reassert itself economically. After a period of decline, the downtown area has rebounded in only the past few years. Recent changes include context sensitive re-investment in downtown structures, development of new uses including offices, restaurants, renovation of the Courthouse (originally constructed in 1901), and substantial investments in public streetscape improvements in only a few years. The Town has also become the health center of the County as medical facilities locate near St. Mary’s Hospital, and the legal center. Golf Course facilities are currently being developed in association with the “Tudor Hall

Resort and Conference Center” planned for construction in a location of virtual adjacency to the downtown area over the next few years.

Today, the town continues to serve as a County center for commerce, and government. The opening of the Community College at St. Mary’s in 1997 and the presence of both public and private schools (St.Mary’s Ryken High School, Father Andrew White School and Leonard Hall) also make the Town a center for education.

The Downtown area and surrounds provide a greater concentration and number of historic structures, than can be found in any other area of St. Mary’s County. Key historic resources and focal points of interest in or adjacent to the downtown include:

- Tudor Hall; constructed in late eighteenth century and altered in the early nineteenth century, is the oldest standing building in Leonardtown. Owned for most of the nineteenth century by members of the Key family, Tudor Hall is a tangible reminder of eighteenth and nineteenth century plantation life and the rolling landscape that still surrounds the Town.
- Town Square; public green reflecting the “village green” tradition of many small towns is a gathering spot for downtown residents and employees and is used by the community for several events annually.
- First National Bank of St. Mary’s: an imposing, Colonial Revival building constructed in 1921, which overlooks the Town Square and serves to provide the visual terminus of Washington Street, symbolizes the Town’s continued emergence as a financial and commercial center in the early twentieth century.
- St. Mary’s County Courthouse: located in the Town since the early 18th century, the present building was constructed in 1901 and was renovated during the past few years.
- Old Jail Museum: The jail located perpendicular to the courthouse, was constructed in the mid-nineteenth century. Built of stone on the first floor and brick laid in a common bond on the second floor, it currently serves as a museum.
- St. Mary’s Theatre: constructed in the early 1950's the marquee and much of the interior of the theater remains intact. The front section now serves as a restaurant.

Other historic resources in or near the downtown area include the Spalding/Camalier House, Buena Vista, the Bell Motor Company building, Leonardtown Bank of the Eastern Shore Trust Company building, Duke’s Fountain-Bar-Restaurant building, Leonard Hall School on Route 245, Church of the Nazarene, and The Fenwick House, among others.

The Town is a designated growth area within St. Mary’s County. It’s role as a growth center, coupled with the concentration of heritage resources render it an appropriate area for designation as a TIZ. The downtown’s economic resurgence in recent years suggest TIZ designation will better insure a positive return on heritage program investment to the community. TIZ

designation will also provide opportunities to further stimulate the downtown economy by increasing the number and quality of visitor attractions.

Many of the recommended projects within the Leonardtown TIZ are consistent with current Town improvement plans. TIZ designation can serve to provide financial assistance to help underwrite the costs to initiate several projects in key areas to support town programming. These projects include:

■ **Redevelop Town Waterfront**

The town waterfront at the foot of Washington Street is a natural extension of the downtown. Located less than one-half mile from the downtown, its re-development offers great opportunity for enhancing downtown offerings, expanding visitor activity in the downtown area, and expanding the town tax base. The site offers opportunity to develop the town's story as a steamboat landing in keeping with the water transportation heritage theme prevalent in the region. Interpretive facilities could explore the import of historic steamboat landings to the economy of the town and region and could identify other regional locations where such facilities existed. Re-creation of the Town's floating theater could serve as an extension of this project and provide an evening attraction in an area that would support downtown businesses. Waterfront re-development of the town wharf could also include limited museum facilities offering interpretation of the Town's history and key historical figures like Margaret Brent. The development of a waterfront boardwalk or promenade in this location in association with interpretive facilities also holds promise to diversify recreation offerings to both town residents and diversify the range of visitor attractions in town.

■ **Enhance Existing Interpretive Offerings at Tudor Hall and the Old Jail Museum**

Interpretive offerings at each of these historic sites should be re-evaluated and if possible expanded to broaden the range of offerings that may appeal to different types of visitors. Although the two structures are located within the Downtown zone, the structures seem isolated from the town center due to the physical barriers of buildings, walls and parking lots. Improvements in landscaping to create better visibility and linkages to the town center and between the structures will help unify the visual impression, improve access, and enhance the visitor experience. Downtown signage indicating the locations of both facilities should also be enhanced. Thought should be given to preserving what remains of Tudor Hall's original setting via protection of the privately owned lot abutting the land side of Tudor Hall and its possible integration into any larger landscaping effort.

■ **Develop "The Port of Leonardtown" in Keeping with Current Plans**

During the past few years the Town has acquired the former site of the State Highway Administration. The site provides waterfront access to McIntosh Run and contains several buildings. Current Town plans proposed a use of the site for development of a community center, a canoe/kayak launching area, and a plaza area which would include a stage and related facilities to support outdoor entertainment venues, and picnic area with tables and charcoal

grilles. TIZ designation could facilitate funding to support the sites re-development consistent with current plans. Nature/hiking trails along McIntosh Run connecting the site to Breton Bay should also be developed in this location for environmental education, support birding, and to diversify recreation offerings to support the regions eco-tourism theme.

■ **Create Incentives and Work with the Town to Encourage Bed and Breakfast Facilities in Existing Historic Housing Stock**

Use of existing historic housing stock in or near the downtown area would diversify the range of accommodations available to the heritage traveler and extend stays in the town and length of visitation and therefore the level of spending by visitors in the region and in downtown Leonardtown.

Piney Point/St. George Island

The Piney Point/St George Island Target Investment Zone includes the current location of the Piney Point Lighthouse Museum and Park and surrounding resources including the Harry Lundburg School of Seamanship, the future site of the “Potomac River Maritime Museum” currently planned for relocation from Colton’s Point near St. Clement’s Island, the Chesapeake Bay Field Lab Museum, and the Piney Point Aquaculture Center. Other resources in the area include the Oakwood Lodge Restaurant offering access by boat, Evans Seafood Restaurant located on St. George Island, lodging facilities at Camp Merrylande on St. George Island and a skipjack that is used as a “floating classroom” for environmental studies. The Lighthouse Museum also boasts an exhibit of a World War II German submarine, the U-1105 Black Panther, one of the first examples of a stealth weapon featuring a rubber coating which made it invisible to the sonar of the day. Sunk off the coast of Piney Point in 1949, the sub was rediscovered in 1985. Today the submarine has been designated as Maryland’s first Historic Shipwreck Dive Preserve and a National Historic Landmark.

The presence of this mix of resources and support service facilities for visitors combined with recent investment in the purchase of land by St. Mary’s County to support planned expansion of the Piney Point Lighthouse Museum and Park, serve as the basis for designating this particular Target Investment Zone.

The Lighthouse Museum and Park include the Piney Point Lighthouse (also known as the “Lighthouse of Presidents”) and Keeper’s Quarters built in 1836, an expanded and renovated pier, beach area, and picnic facilities. The Lighthouse has undergone preservation activities since its acquisition by St. Mary’s County in 1990. The most recent restoration activity occurred in the spring of this year with the restoration and preservation of the tower steps. Previously inaccessible to the public, the tower is now open to the public and for special group tours or special events. The Keeper’s quarters houses the caretakers for the property. The interior of the house is not open to the public.

The Piney Point public landing, located immediately before the bridge to St. George Island on Route 249, is a major boating and fishing access point on the Potomac River. The ramp at the

site provides access to St. George's Creek and the Potomac, and a 100' pier, picnic areas, and comfort stations combine to make this an excellent recreational attraction for the area.

The Chesapeake Bay Field Lab, on St. George's Island, hosts educational programs on natural and environmental history aboard the skipjack "*Dee of St. Mary's*". People are given a unique opportunity to learn about the Southern Maryland waterman and the Bay with a hands-on experience on a working skipjack and through environmental restoration. The Field Lab is planning to expand its floating educational programs and add classroom facilities to its site on St. George's Island.

Proposed projects within this Target Investment Zone include:

■ **Create New "Potomac River Maritime Museum"**

St. Mary's County has recently purchased about two acres of land immediately adjacent to the Piney Point Lighthouse Museum. The existing Potomac River Maritime Museum at Colton's Point will be re-located to this site. A two-story building on the newly acquired site would house the new museum and administrative offices and support conference and meeting functions. Renovation of this building would ultimately include a future addition to enlarge the facility. Exhibits would focus on the Potomac River from its inception to the present day relating history, culture and the environmental importance and fragility of this natural resource.

■ **Create Wooden Boat Exhibit/interpretive Facility**

This facility would be developed within an existing building on the site which formerly served as a workshop. The facility could be used by students in a college curriculum of boat building or by organized boat building clubs. Exhibits would feature demonstrations and working exhibits for visitors that would include wooden boats, models and related materials.

■ **Develop Potomac River Vessels Exhibit/interpretive Facility**

This facility would utilize an existing warehouse building on the site to house an exhibit featuring four Potomac River vessels on loan from the Harry Lundburg School of Seamanship.

■ **Expand Chesapeake Bay Field Lab Facilities**

Create an oyster house classroom as a living museum and restoration lab at the St. George's Island site. Acquire additional indigenous Bay workboats, including skipjacks, to expand the floating classroom fleet. Assist the Field Lab with its goals to grow as an educational institution, increase staff, and build membership.

■ **Develop Tourist Comfort Station Facilities**

These facilities would be developed within the existing museum building and would include restrooms, vending machines and visitor information materials/displays.

■ Create Recreational Opportunities Enhanced by Environmental Programs

Recreational opportunities would be enhanced in this TIZ with development of facilities to support kayaking, canoeing, and paddle boats to facilitate visitor interaction with water resources and natural features adjacent to and near Piney Point. These facilities could also, in turn, be used to support group environmental and nature study programs.

Historic St. Mary's City

In fiscal year 2000, St. Mary's College of Maryland and Historic St. Mary's City (HSMC) created a new initiative resulting from joint planning for new and renovated facilities for the two organizations, the programmatic vision for this partnership. A comprehensive plan was developed, including the capital program for stabilizing and interpreting the St. John's Site, titled the Maryland Heritage Project.

The St. Mary's College and City Maryland Heritage Project included three core components: Maryland's Foundations of Democracy, Maryland's Cultural Legacy, and Maryland's Colonial Ways. In each, the College and the City plan to collaborate to construct or reconstruct important buildings, to bring contemporary meaning to the civic legacies of the colonial capital, and to extend significantly the College's founding principle to serve as a living academic monument to those first colonists. This plan was approved by Governor Glendening and is currently being reviewed by the Maryland State Legislature. The proposed funding is slated for 65,000,000.

A key initiative resulting from past planning is the development of "The Village at St. Mary's." The village concept was implied in the initial outlines of the Maryland Heritage Project. Services were expected to arise in and around the academic structures and the 17th-century town lands and museum galleries. Gift shops, eateries and even residential units have been discussed conceptually as favorable complements to the evolving programmatic plans.

HSMC has taken the first step with its relocation and expansion of the Museum Shop to Farthing's Ordinary in March 2002. A recommendation by the State Department of General Services to consider the razing of Anne Arundel Hall led to a series of studies with representatives from the firm of Bohlin, Cywinski, Jackson to evaluate land usage in the historic triangle with the possibility of designing completely new and architecturally compatible structures to house the College's and City's anthropology/archaeology program and a new indoor museum exhibit building. Their sketches encourage a broader consideration of opportunities and constraints in the emerging village. The transformation of new facilities, walkways, and piazzas leads the College and HSMC to envision St. Mary's City as a village that will finally create a "*there*" there!

The proposed Village of St. Mary's will be centered on the historical triangle and link Route 5 through the building fronts, the walkways and the connecting routes that establish activity spokes to the College and City. Its architecture can be reminiscent of a modern English town that rests on medieval footings. As the concept evolves further, gathering places could include tea and coffee shops for residents and visitors, as well as an assortment of shops supporting the economic

needs of a College and an historic museum: book store, bake shop, gift shop, College Store annex, map shop etc. The commercial venues of the first floor might also have second floor levels providing academic and residential spaces.

To determine the economic feasibility of such a vision, the firm of Mary Means and Associates has been retained by the College to produce a study and recommendation for development. This \$25,000 study was presented to the College and the city in January 2003. The City has retained the architectural firm of Stephen Muse and Associates to develop an architectural plan to best place museum, retail, residential and college buildings. This \$40,000 plan was completed in January 2003.

The successful implementation of the Village Concept would have substantial implications for tourism in St. Mary's County and the region. The end result would be a destination with the tourist appeal of the current Jamestown, Virginia. The inclusion of the College and the City as a TIZ will be essential to its economic development as the Maryland Heritage Project does not have funds earmarked for the development of the Village Concept. TIZ designation would provide the basis for undertaking the following projects:

■ **Construct a “Village” Shop**

This project proposes conversion of an existing building, “The White House,” for retail use as the first step towards re-creation of a colonial village. The building is on College property, close to Rt. 5, and ideally suited for retail use. This project, with the right retailer in place, would lead the way for other successful retail stores and shops. The project is also the first step in creating a village atmosphere, similar to Williamsburg or Jamestown, which combines retail, restaurant, college, and residential space to make the area more accommodating to tourists and the local community. The funds would be used to renovate the building, and add parking for retail customers. The College's Facilities Department indicates that the project could be completed in 12 months after receiving funding.

■ **Expand the “Summer in the City” Festival**

During the summer of 2002, The College and City developed a series of cultural, historical, and community events anchored by the SMC River Concert Series, Friday night musical programs that draw over 2,000 people to the College and City. The combined activities included a farmers market, a folklife field study course, a contemporary landscapes art class, workshops, chamber concerts, and a film series. Both facilities want to build on the success of this summer by expanding the farmers market, art programs, and other activities.

Additional funding will enable “Summer in the City” to offer pilot courses in art, native crafts, and music to children and adults. As an area that supports an Arts Alliance organization with over 500 members and already has a niche for supporting the arts, the College also hopes to create a juried art and craft show that would draw from local and regional talent. The overall purpose of the expansion is to provide tourists with a weekend full of activities in St. Mary's County, particularly the artistic opportunities centered around “Summer in the City.” Funding

would be used to hire instructors and buy materials for courses, as well as implement an organizational and marketing plan for the entire program.

■ **Create Festival of Tall Ships**

Create a festival of tall ships to mark the 30th Anniversary of the SMCM Governor's Cup Yacht Race on August 1-2, 2003. Known as the longest overnight race on the Bay, the Governor's Cup Yacht Race already draws over 2,000 people to campus each summer. Funding would assist in securing historic ships for the festival, as well as required materials such as floating docks, waterfront personnel, and other equipment need to host the fleet. This event would draw even more visitors to the area and encourage racers and their families to extend their stay in the county.

■ **Develop A Unified Setting for St. Mary's Seminary**

The area of St. Mary's Hall, Calvert Hall, and Anne Arundel Hall commemorate the origins of St. Mary's College and its legacy as a monument school. To preserve this history, funding would support appropriate signage and landscaping that would distinguish this area from the City and the rest of the College. Funding would be used for development of an audio tour, markers that both identify and provide the history of the buildings, and infrastructure such as brick paths, benches, and landscaping that unify the original buildings. The preservation of this area offers visitors more variety in the types of activities at the site as well as completing the historical timeline of the site from the founding of Maryland's first capital to the present day.

Chesapeake Beach/North Beach

Both of these Incorporated Towns have colorful histories that are tied to four factors including their location on the Chesapeake Bay waterfront; proximity to the urban areas of Washington D.C., Baltimore, and Annapolis; intermodal access; and entrepreneurship. Both communities developed during the period 1898 to 1901 as summer resort locations. Their development was a result of the investment made by the Chesapeake Beach Railway Company which by 1899 ran a rail line between Seat Pleasant, Maryland at the Washington D.C. line and what is now the town of Chesapeake Beach. With rail access, both communities were promoted as being high end seashore resorts within sixty minutes ride from Washington. Hotels, rooming houses and restaurants were built for the new vacationers. Many summer cottages were constructed in both communities by people responding to the quality of life related to seashore living they both offered.

North Chesapeake Beach, as North Beach was originally known was platted and developed by the North Chesapeake Beach Land and Improvement Company of Calvert County. The streets were laid out in a grid pattern by surveyor Charles P. Calvert of Washington following the shore of the Chesapeake Bay.

Construction of summer cottages began in the early 1900's and by the 1920's both communities were thriving small summer communities with homes, churches and shops. Commercial areas

grew around the trolley line where Chesapeake Avenue is today, that ran from North Beach to Chesapeake Beach and the amusement park which was built there. Plans for development of both towns was at a scale comparable to that of Atlantic City, New Jersey.

During the 1930's, along with the onset of economic depression, two events occurred which impacted the future of the Towns, the hurricane of 1933 and the Chesapeake Beach Railway closing in 1935. The storm destroyed the pier at the end of Fifth street in North Beach and the steamboat pier located in Chesapeake Beach. Fire in the winter of 1945 destroyed all of the businesses in one block of the commercial area of North Beach. In October, 1954, Hurricane Hazel destroyed a very popular dance pavilion and seriously damaged the pier in North Beach. Although economic prosperity in both communities suffered, Chesapeake Beach continued to attract families to its amusement parks beyond these events and through the 1960s.

Legalized slot machines and other gambling attractions in Southern Maryland brought a resurgence of tourism to both communities, particularly North Beach, following World War II. This also brought about a shift in the nature of the towns as resort attractions from a family vacation destination to a gambling focus. Trips by car replaced the extended stay characterized by tourists brought by the former railway and steamboat modes of travel. Family oriented establishments were replaced with taverns and bars. The resurgence of both communities with dependence on slot machines as a main attraction was short lived. Construction of the bay bridge in the early 1950's providing access to the Eastern Shore of Maryland, combined with the repeal of legalized gambling in 1968 dealt a sharp blow to the prosperity of both communities and the surrounding region.

Despite past economic fluctuations and difficulties, both communities continued to grow at slow and steady pace. Fishing and the demand for water related facilities have maintained the traditional importance of both communities' proximity to the Chesapeake Bay as their most important asset and income resource. Today, cottages built as summer homes, have been converted to year round residences. Commuters and retirees have settled as permanent residents, not just summer visitors. New construction of homes, ranging from single family to townhouse to condominium to apartment have flourished over the past ten to fifteen years, increasing the population base of both communities. From 1980 to 2000 the population of North Beach has grown from 1504 to over 2,500. The population of Chesapeake Beach has more than doubled over the same period; growing from 1,408 residents in 1980 to 3,180 by the year 2000.

Signs of investment in both communities are evident. The construction of the Water Park in Chesapeake Beach, recent opening of the Twin Beaches Community Health Center, development and re-development of restaurants, service businesses, and a variety of shops catering to both residents and visitors are signs of success and resurgence in both communities. The seven block long waterfront in North Beach has seen substantial investment with construction of the public fishing pier, and a new half-mile-long boardwalk or waterfront promenade and accompanying bike path. Both communities encompass wildlife habitat in their tidal marshlands which are home to native wildlife and host to seasonal migrations. Designation of these communities as target investment zones will facilitate investment in a number of projects that will further support their continued development as both residential and family resort communities in future years.

These projects include:

■ **Construction of the “Bayside History and Nature Center” at North Beach**

The Bayside History and Nature Center is proposed for construction at the northern edge of town at the site of the first Sewer Treatment Plant in Calvert County constructed in 1959. This project would include construction of the new Center and re-development of selected structures associated with the former use of the property as a waste treatment facility.

The new building would provide 19,200 square feet of gallery, exhibit, research and storage and meeting room space. Plans have been prepared for its construction which focus first and second story views toward the bay and the north view of adjacent Marsh. Parking, sidewalk, nature trails, boardwalks, observation decks, and outdoor signage will be sensitively designed to fit the site and the existing and new structures on the property. Managed in cooperation with the Calvert Marine Museum, the facility will provide an interpretive focus on the Algonquin Indians from 200 A.D. to 1640 A.D. Colonial period settlements in the 17th and 18th centuries; and late 19th and 20th century development of Bayside communities and their relationship with the ecology of the marsh, shore and woodlands of the region in the 19th and 20th centuries. Facility functions will support research and interpretation of collections, provide environmental and historical education, and provide stewardship to wetland habitat and historical resources.

The existing vat area associated with the waste treatment plant may be converted to a second floor pavilion for lunches for visitors, observation of the bay, special events and rental in association with the new building. Other site improvements would include provision of parking facilities, roadway entrance, sidewalk extension from the Center to existing town sidewalks, and landscaping.

■ **Construction of the North Beach Nature and Educational Trail**

This proposed trail would connect the Center to Rose Haven, located north of the Center via the Algonquian Woodland Trail. The trail would extend around Marsh Shoreline and would include an elevated viewing platform in the northeast corner in a wooded area. An ecology boardwalk would access the marsh for interpretation and observation of marsh habitat by students. The proposed trail would be 1,350 feet in length and 8 feet wide. Outdoor interpretive exhibits and observation points would be located along the trail.

■ **Enhance Facilities and Improvements at the Chesapeake Beach Railway Museum**

A key improvement proposed at the Railway Museum is the restoration or refurbishment of “Dolores” a passenger car at the Museum. The car, once restored, would also be used to interpret the ambiance and popularity associated with rail transportation as part of the Chesapeake Beach scene in the early 1920s and 30s.

■ **Develop Fishing Creek Trail System**

This proposed trail would parallel and in two locations traverse the length of Fishing Creek from its mouth to the Town boundary and may be further extended into the County beyond the Target Investment Zone. Improvements would include the trail itself as well as two trail bridge crossings and two to three observation areas to permit enjoyment of natural wetland surroundings, view wildlife and support eco-tourism opportunities in the Town.

■ **Support Development of Inn/conference Center Facilities in Both North Beach and Chesapeake Beach**

Inn and conference center facilities are proposed in two locations within the TIZ. One is proposed at the intersection of 9th street and Chesapeake Avenue in the Town of North Beach. A second is proposed as a waterfront hotel located south of the rod and reel restaurant. Both facilities are designed to provide visitor accommodations, increase small conference trade and activity and support greater employment and shopping opportunities and, in turn, stimulate greater private investment within targeted areas in both communities. Although both of these facilities will be privately funded, support in the form of technical assistance, marketing, and possible low interest loans may be required to stimulate their development.

- **Provide Additional Improvements as Appropriate to Support Kellam Park and the Chesapeake Beach Water Park to Further Support Greater Visitation to the Town of Chesapeake Beach.**

Both of these facilities support not only the recreation needs of residents but those of visitors to the town of Chesapeake Beach. In particular the Water Park has become a popular destination within the region and holds promise to continue to support expansion of a visitor population that can, in turn, increase visitation to the Railway Museum and future North Beach Bayside History and Nature Center/museum facilities.

Solomons

Solomons is located at the southern tip of Calvert County at the mouth of the Patuxent River. This portions of Calvert County is a peninsula bordered by the Patuxent River on the West and Chesapeake Bay on the east. The Island itself, in conjunction with the Dowell Peninsula and Lusby Point, forms a deep protected harbor which has served shipping since the early 18th century and today supports the recreational boating industry which is in large part the economic engine for business development in the community.

Originally called Somervell's Island (1740-1814), Sandy Island (1827-1865), and Bourne's Island c.1860), this area finally became known as Solomons Island because of Issac Solomon's oyster packing facilities following the Civil War. The oystering industry was supported by the development of ship yards on the Island in the late 19th century. By 1880, the famed "Bugeye" sailing craft had been developed to support the Island's fishing fleet.

Because of Solomon's deep harbor and uncomplicated entry from the Patuxent, ships have always played a major role in the Island's history. On the Patuxent side of the Island is one of the great natural harbors of the East Coast – over two miles wide and in places over one hundred feet deep. In the War of 1812, Commodore Joshua Barney's flotilla sailed from Solomons to attack the British fleet in the Bay. Over 200 years later, the U.S. Navy established a World War II Naval Amphibious Training Base on Dowell Peninsula to prepare American troops for overseas assaults. Across the River is the Patuxent River Naval Air Station which from 1941 until 1977 was connected to Solomons by ferry service which saved its passengers a 60 mile one-way commute up Calvert County, across the Patuxent River Bridge at Benedict, and back down the St. Mary's County side. The opening of the Governor Thomas Johnson Memorial Bridge in 1977 ended the ferry service and greatly improved Solomon's access to and connection with neighboring St. Mary's County.

Today the Solomons community is the most popular existing tourist destination in the Southern Maryland Region. Key resources that support its growing popularity as a visitor destination include the Calvert Marine Museum, the recent development of Anne Marie Gardens, a number of restaurants, hotel facilities and Bed & Breakfast facilities, shopping facilities and extensive recreational boating facilities including 11 separate marina's which offer a total of 1,241 slips for transient and long-term dockage. Designation of the Solomon's area as a TIZ provides opportunity to build on its past success as a tourist destination. Key projects proposed within this

TIZ include:

- **Calvert Marine Museum Facilities Expansion**

Plans for Museum Expansion on the existing site include construction of second floor on the existing museum building to house a new visitors center and multi-purpose room for school groups, fundraising activities, and classes. Plans also include expansion of the existing woodworking and model-making building located on the site. Museum expansion plans also include a proposal for a new building to house the museums paleontology collection that would show the importance of the geological and prehistoric heritage of Southern Maryland and include a collection storage “prep” lab for public access and fossil preparation.

- **Provide Additional Signage and Interpretation of the Salt-fresh Water Marsh at the Calvert Marine Museum**

This project would include marsh stabilization and improvements to an interpretive trail through the marsh at the Museum property.

- **Construct a Replica of One of Commodore Joshua Barney’s Barges That Were Used in the War of 1812**

This ship would be used to conduct tours on St. Leonard Creek, the site of one of the largest Naval battles in the United States, and would support other water tours (e.g. tour of lighthouses) at both the Calvert Marine Museum and Jefferson Patterson Park and Museum.

- **Construct an Amphitheatre to Serve as a More Permanent Facility and Location for Area Concerts/performing Arts**

The Calvert Marine Museum currently holds two concerts a year on the fields across the street from the Museum. This site represents an ideal waterfront location in a park-like setting to develop a more permanent open air structure to house such activities. Such a facility can broaden the number and range of performing arts events, concerts, etc. that serve to support the fundraising needs of the Calvert Marine Museum. A portion of the proceeds from concerts or related performing arts activities could be used to support enhancements to the existing visitor center or other infrastructure improvements in the community such as the construction of trails, sidewalks, landscaping or signage improvements in the area.

Such a facility would provide evening entertainment opportunities for both area residents and visitors to community which currently has few venues or offerings in the area of evening entertainment.

- **Develop an Amphibious Landing Base Museum and Exhibit Center on the Site of the Calvert Marina**

This Museum facility would include programs and displays to interpret the importance of Solomons as a training location during World War II and could be linked to additional interpretive exhibits at Flag Ponds Nature Park..

- **Develop Water Trail and Tour from Calvert Marine Museum in Solomons to Chesapeake Bay Area Lighthouses**

Such a Water Trail would feature visitation to area lighthouses including the Cove Point, Piney Point, Drum Point and Point Lookout, and Cedar Point Lighthouses. The trail may require interpretive improvements at some of these lighthouses and informational pamphlets/materials to better interpret their role in supporting the Maritime industry.

- **Support Continued Development of Anne Marie Sculpture Gardens**

This facility located on Dowell Road is currently in development. Woodland trails to support display of sculpture are currently under construction with a number of areas improved and areas defined for exhibit of various sculpture collections. Facilities should be expanded to include construction of a Visitor Center and Art Gallery with meeting rooms. The existing house on the site by the water should be refurbished to house facilities for weddings, banquets, meetings and retreats. Proposed improvements also include development of additional phases to implement the Annemarie Garden Plan and would include procurement and placement of a new statuary to support a more comprehensive visitor experience.

The Gardens currently support an annual arts festival. Consideration should be given to making the event and arts and jazz or arts and blues festival to broaden visitation. A shuttle service between Anne Marie Gardens should also be considered to promote greater visitation, link activities to other performance related events at the Marine Museum, and to provide access to the Gardens for visitors who come to the community by boat.

- **Develop a Water Taxi Shuttle Service**

A water taxi shuttle service has served Solomon's in past years. It has provided access from slip facilities to shopping and restaurant facilities to serve the boating public in the area. Though discontinued during the past year, a vendor should be sought to provide this service. Such service should be structured with a regular and published seasonal schedule to assure reliability and sustain greater use.

- **Encourage Mixed Use Development or Re-development of Key Sites in Keeping with the Fabric and Character of the Solomons Community**

Although most of the Solomons Town Center is developed, development or re-development in locations where vacant land remains or site re-development opportunities present themselves should be encouraged in the Community. New structures should reflect the scale and massing of existing structures in the community to maintain the waterfront village character which serves as

a major attraction to the Island. Mixed uses in the form of first floor shops with second floor offices or apartments could provide a broader array of shopping opportunities for visitors, support office space needs for service businesses and/or provide housing for many of the employees at the Museum or in area restaurants, marina's and shops. Conversion or limited expansion of existing structures to Bed and Breakfast facilities can diversify the range of offerings available in overnight accommodation. Regardless of use proposed, sensitive treatment of architectural detail and massing should be required in any new construction or re-development activities to maintain the existing character and charm of the Solomons Town Center area and minimize any impacts to residential neighbors that are often located in and among possible sites that may be proposed for development or re-development.

■ **Create and Fabricate a Collection of Street Banners in Solomons**






Such a collection of street banners can provide greater visitor orientation, advertise and market activities and events on a seasonal basis.

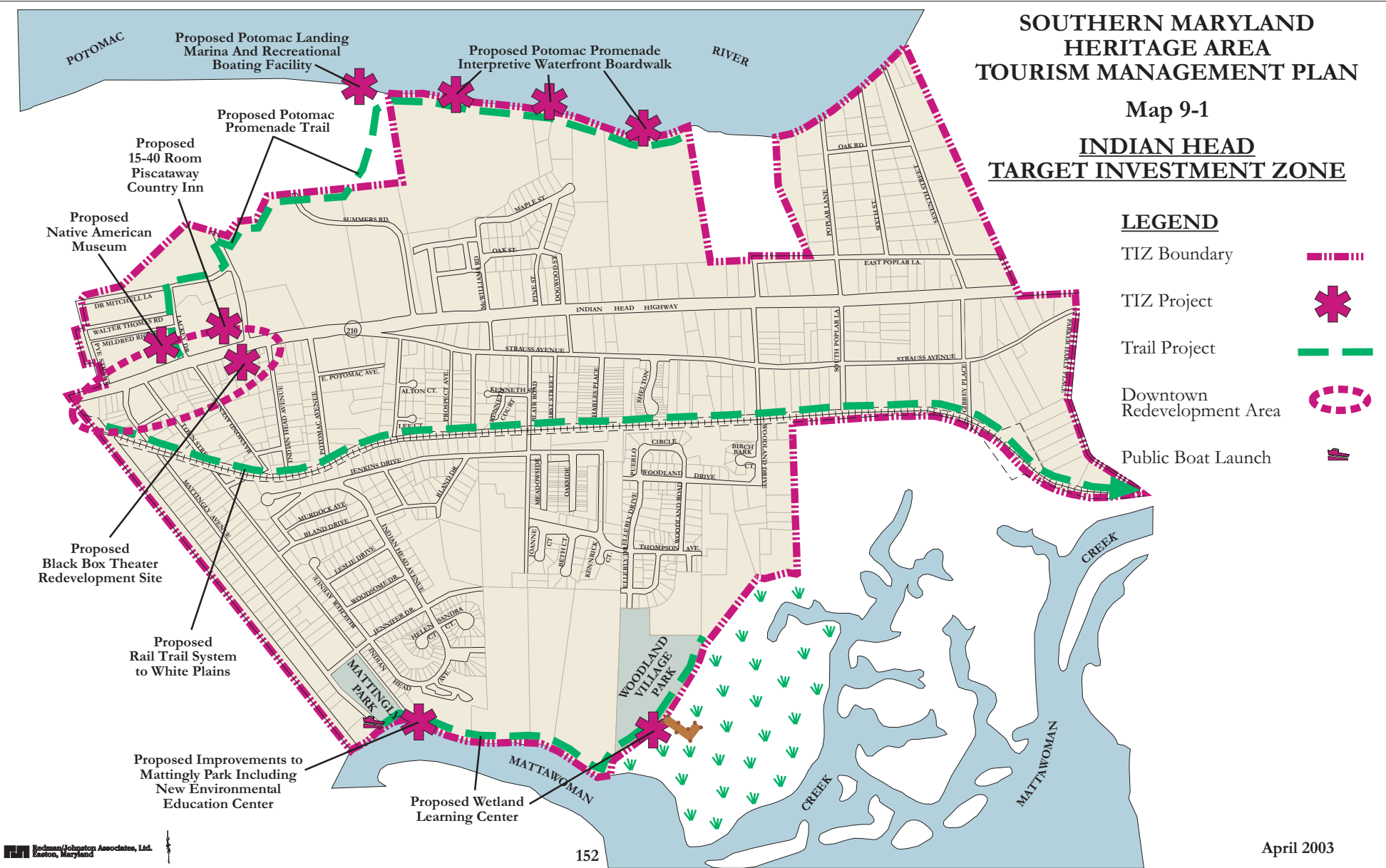
**SOUTHERN MARYLAND
HERITAGE AREA
TOURISM MANAGEMENT PLAN**

Map 9-1

**INDIAN HEAD
TARGET INVESTMENT ZONE**

LEGEND

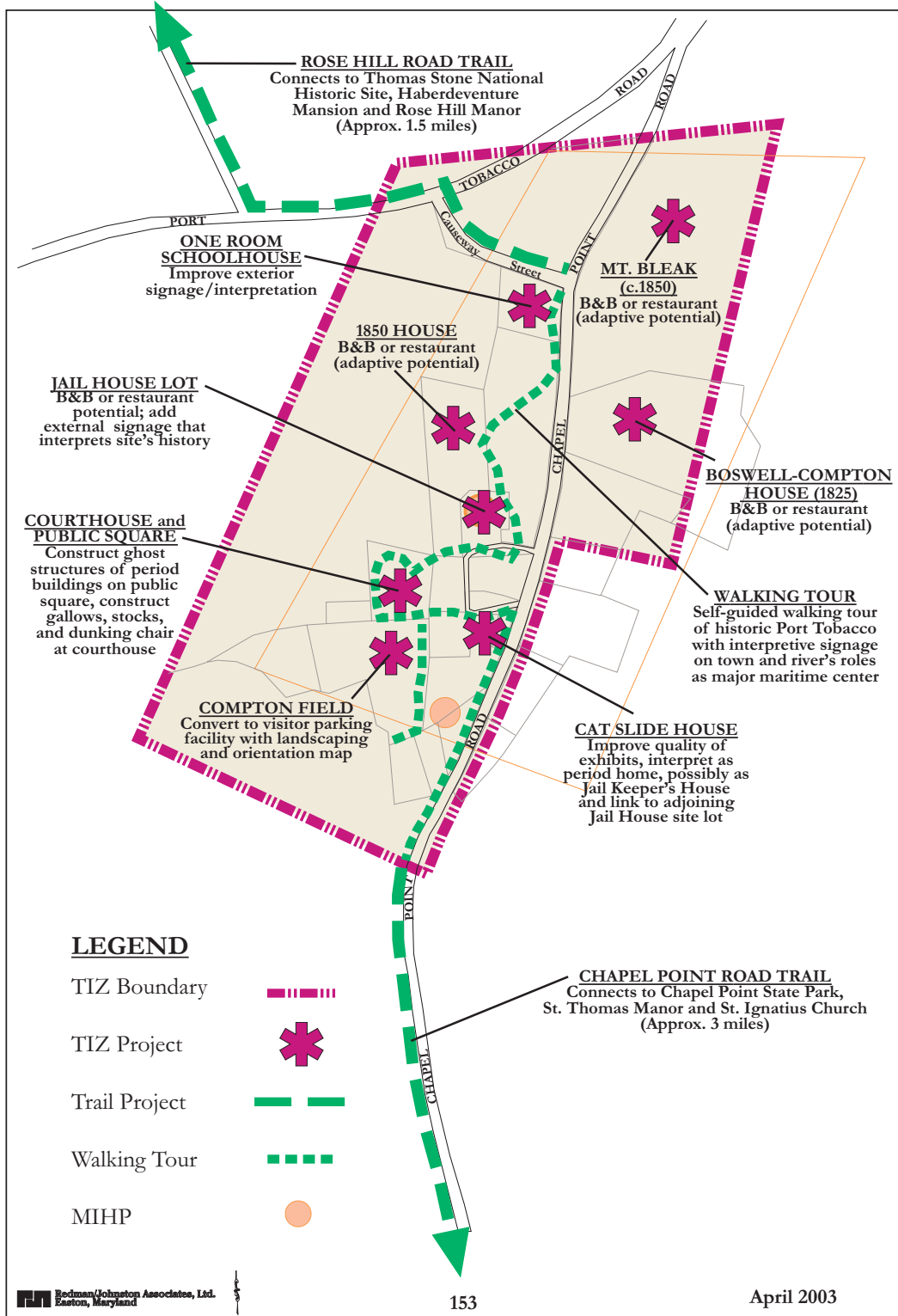
- TIZ Boundary 
- TIZ Project 
- Trail Project 
- Downtown
Redevelopment Area 
- Public Boat Launch 



SOUTHERN MARYLAND HERITAGE AREA TOURISM MANAGEMENT PLAN

Map 9-2

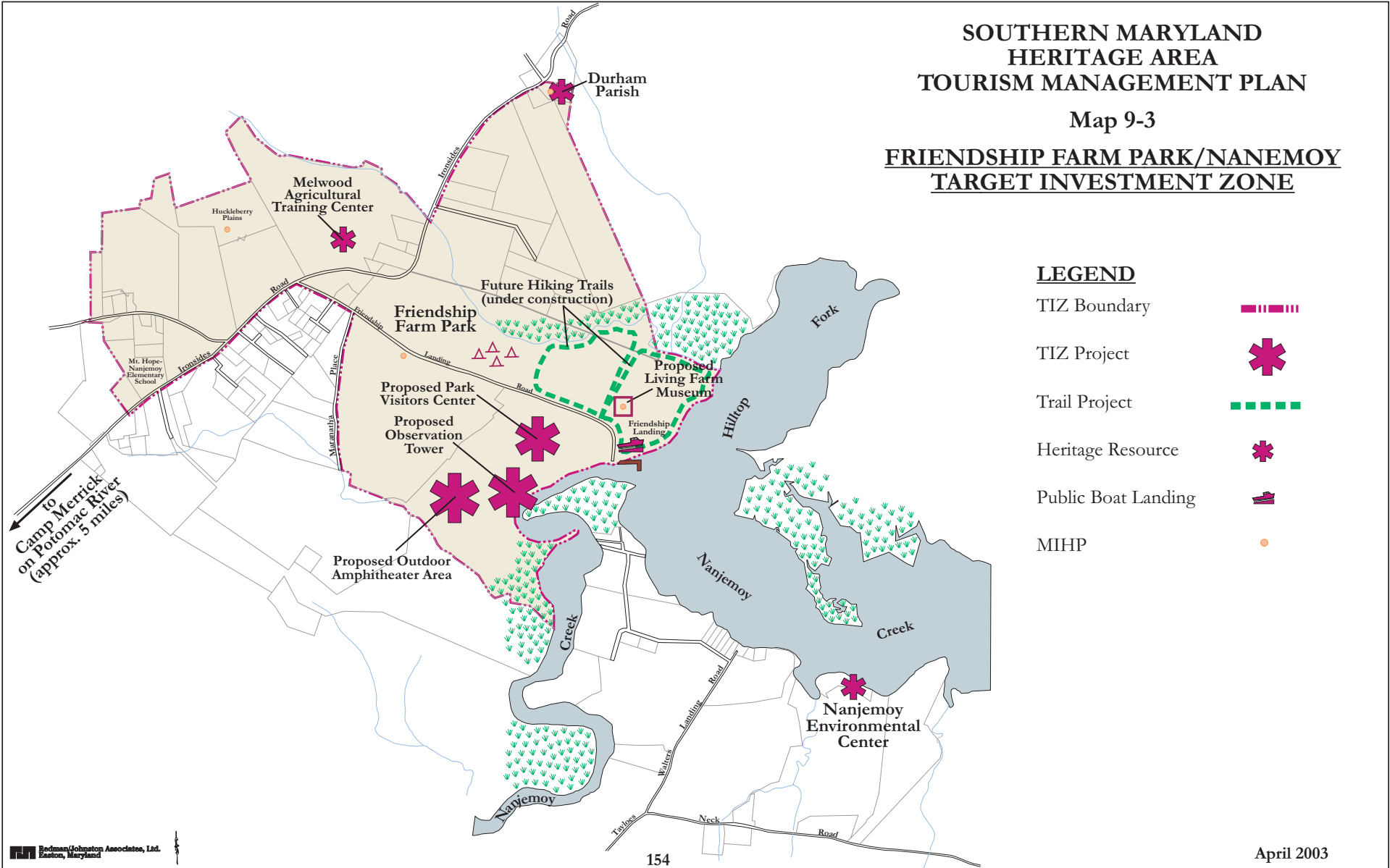
PORT TOBACCO TARGET INVESTMENT ZONE



SOUTHERN MARYLAND
HERITAGE AREA
TOURISM MANAGEMENT PLAN

Map 9-3

FRIENDSHIP FARM PARK/NANEMOY
TARGET INVESTMENT ZONE



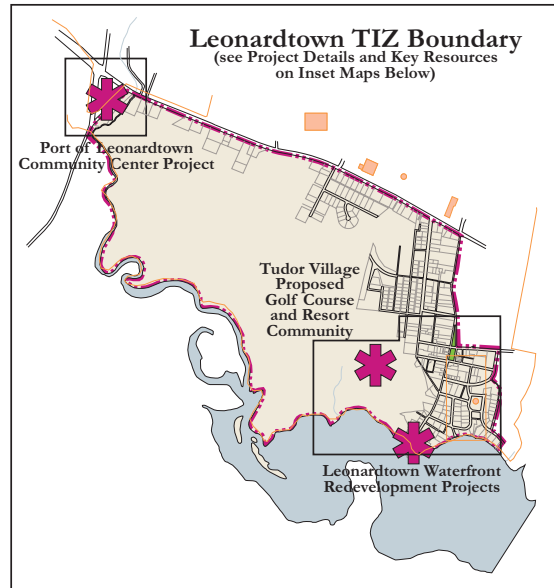
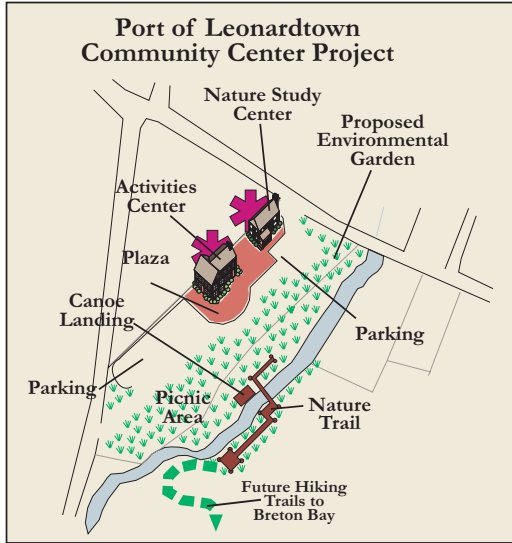
LEGEND

- TIZ Boundary
- TIZ Project
- Trail Project
- Heritage Resource
- Public Boat Landing
- MIHP

SOUTHERN MARYLAND HERITAGE AREA TOURISM MANAGEMENT PLAN

Map 9-4

LEONARDTOWN TARGET INVESTMENT ZONE



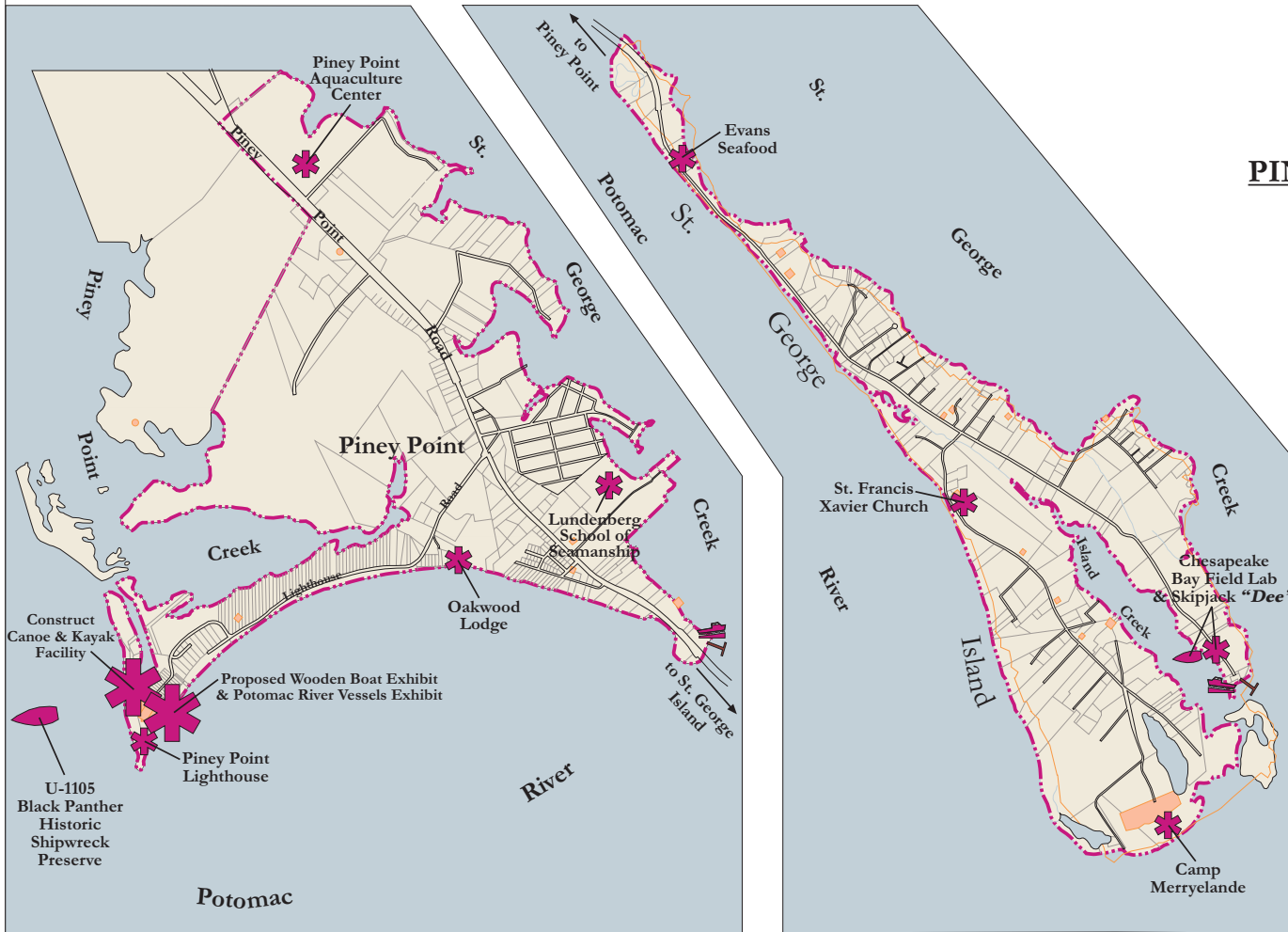
LEGEND

- TIZ Boundary
- TIZ Project
- Trail/Walkway Project
- Heritage Resource
- Public Boat Landing
- MIHP/NRHP









**SOUTHERN MARYLAND
HERITAGE AREA
TOURISM MANAGEMENT PLAN**

Map 9-5

**PINEY POINT & ST. GEORGE ISLAND
TARGET INVESTMENT ZONE**



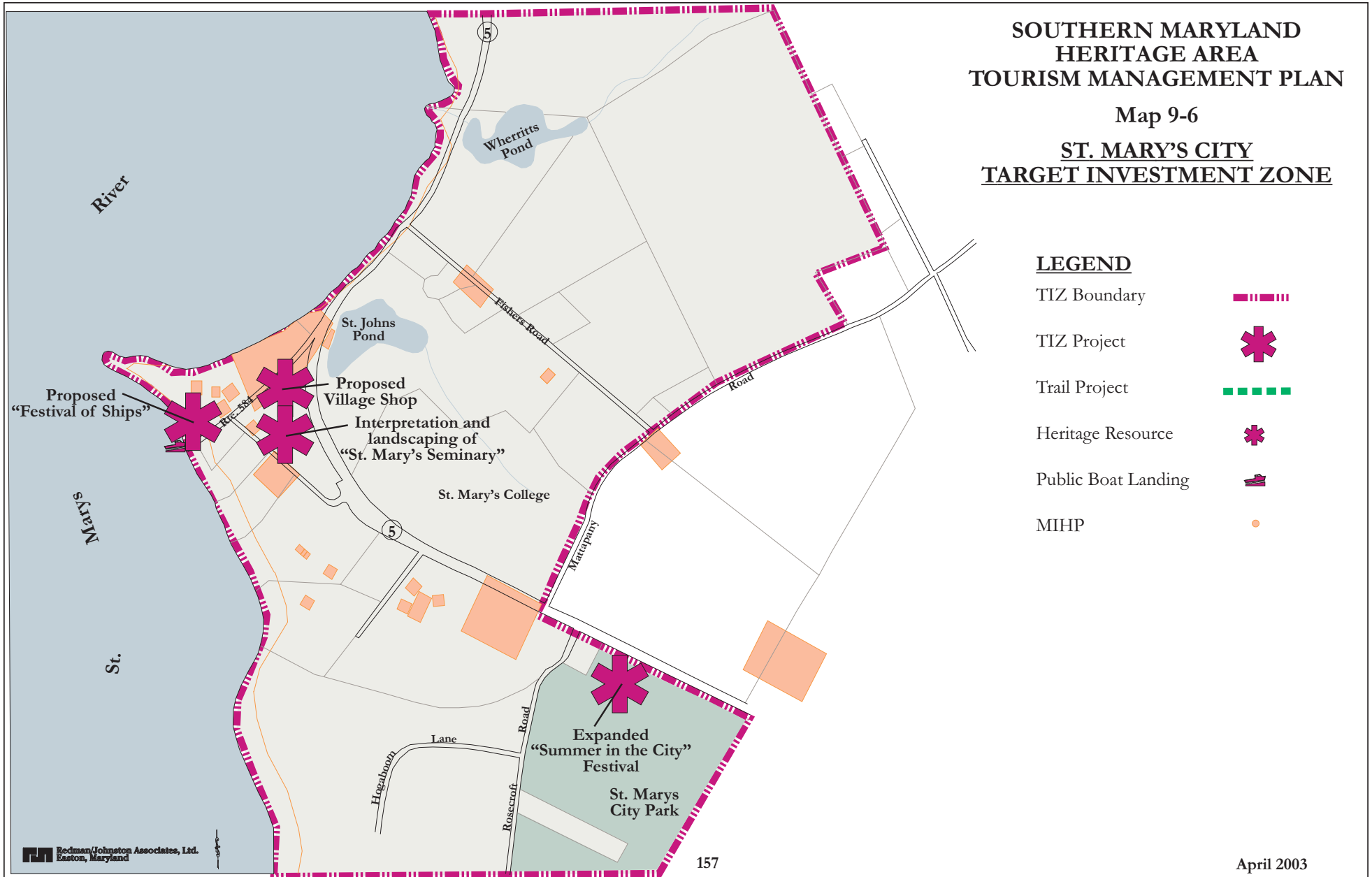
LEGEND

- TIZ Boundary 
- TIZ Project 
- Trail Project 
- Downtown Redevelopment Area 
- Walking Tour 
- Heritage Resource 
- Public Boat Landing 
- MIHP/NRHP Site 

**SOUTHERN MARYLAND
HERITAGE AREA
TOURISM MANAGEMENT PLAN**

Map 9-6

**ST. MARY'S CITY
TARGET INVESTMENT ZONE**



LEGEND

- TIZ Boundary
- TIZ Project
- Trail Project
- Heritage Resource
- Public Boat Landing
- MIHP

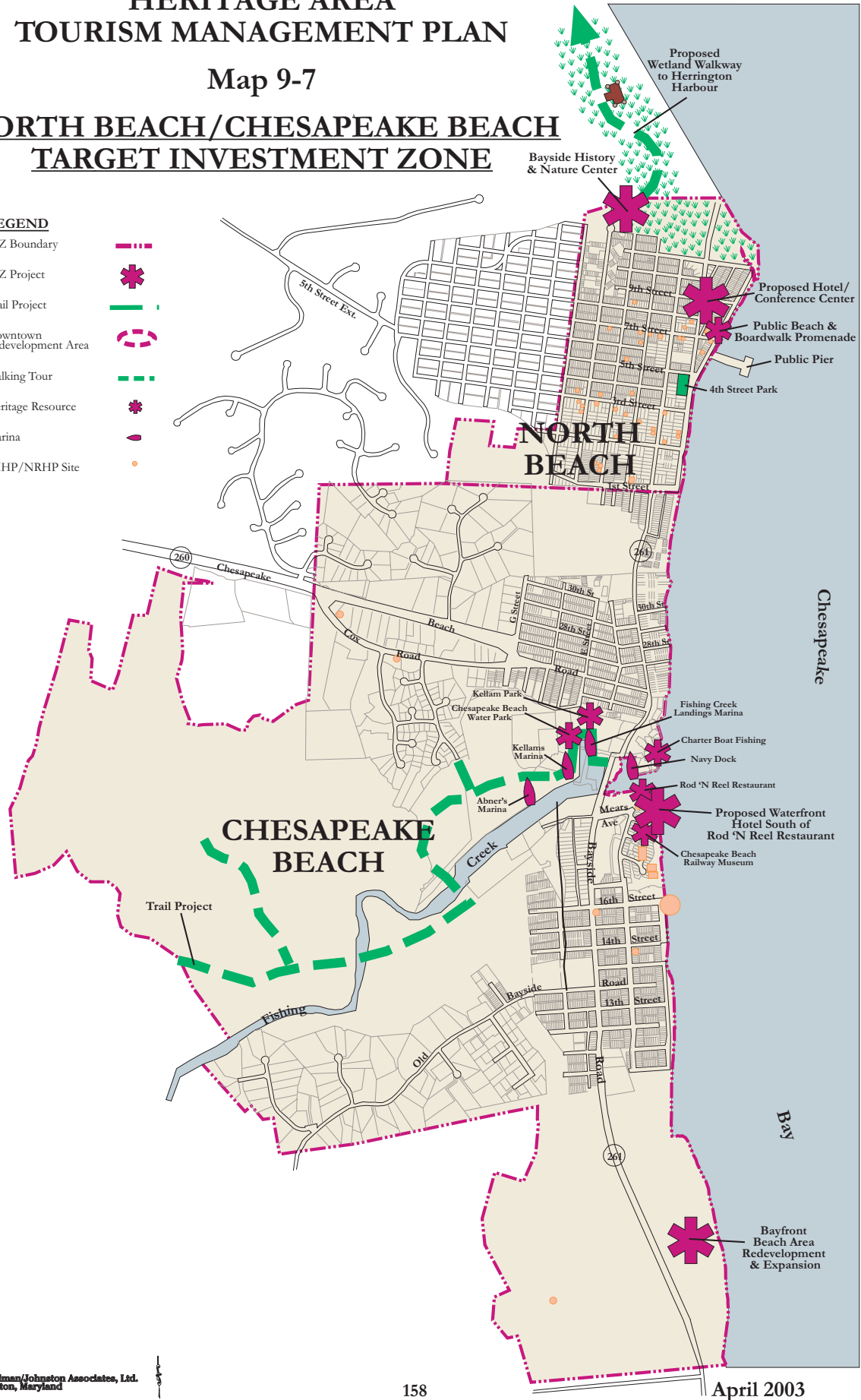
SOUTHERN MARYLAND HERITAGE AREA TOURISM MANAGEMENT PLAN

Map 9-7

NORTH BEACH/CHESAPEAKE BEACH TARGET INVESTMENT ZONE

LEGEND

- TIZ Boundary
- TIZ Project
- Trail Project
- Downtown Redevelopment Area
- Walking Tour
- Heritage Resource
- Marina
- MIHP/NRHP Site




**SOUTHERN MARYLAND
HERITAGE AREA
TOURISM MANAGEMENT PLAN**

Map 9-8

**SOLOMONS
TARGET INVESTMENT ZONE**

LEGEND

TIZ Boundary 

TIZ Project 

Trail Project 

Downtown
Redevelopment Area 

Heritage Resource 

MIHP/NRHP Site 



Section 10: Projects and Actions to Implement this Plan

Introduction

The following table identifies over 100 projects or specific actions to be undertaken to achieve the Objectives identified in Section 9. Projects are identified as they relate to specific theme topic areas.

These projects are not currently prioritized. It will be the responsibility of the Southern Maryland Heritage Consortium to establish a process and criteria for establishing project priorities.

It should be noted that certain projects were considered of great import to the Heritage Tourism Management Plan Committee that did not fall neatly into the theme categories identified. Therefore three additional categories for projects were developed for projects that fell outside the umbrella of specific theme topic areas. These categories include: Culture and Entertainment; Visitor Infrastructure; and Marketing, Promotion and Awareness.

SMHA PROJECTS AND ACTIONS BY MAJOR THEMES

Project Themes:

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| Tobacco/Agriculture | War and Conflict | Culture and Entertainment |
| Eco Tourism/Outdoor Recreation | Native American | Visitor Infrastructure |
| Maritime | African American | Marketing/Promotion and Awareness |
| Colonial Settlement | Recreation/Trails | |

TIZ: Target Investment Zone

| SMHA THEME PROJECTS | |
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| TIZ PROJ | TOBACCO/AGRICULTURE |
| | Expand tobacco culture interpretation to include other forms of agriculture, and in addition to tobacco barns, incorporate mills, cornercribs, granaries, farmsteads and other agricultural structures/sites, such as Cecil’s Old Mill and the St. Mary’s County Historical Society Farm Museum, as examples of agricultural heritage. |
| (TIZ) | Develop and interpret Friendship Farm Park as an active, working farm that serves as a living museum. Exhibits and activities should interpret planting and preparation of crops and especially tobacco. |
| | Develop a “Tobacco/Agricultural” tour that features Sotterley Plantation, Godiah Spray Tobacco Farm, the ACLT/Wallace Family Farm site, key barns in the landscape, the auction barn in Hugessville, Port Tobacco and a demonstration site where tobacco is grown. Highlights could include: - how tobacco grows and is harvested - the life of a tobacco farmer - shipping and marketing tobacco: yesterday and today |
| | The ubiquitous Tobacco Barn is the single most prominent, unifying element throughout the region. Establish a “Barn Again” Program based on the National Historic Trust’s model and supplement it with a revolving fund of low interest loan financing for rehab and restoration of barns to assure they remain as a unique landscape element in the region. |
| | Develop a “Tobacco Sites of Southern Maryland” or “Southern Maryland Agriculture - Yesterday and Today” self-guided tour brochure that highlights attractions that interpret the tobacco and/or agriculture of the region. |
| | Develop “SMHA Tobacco/Agricultural Hub” section of Sotterley Plantation and Smallwood’s Retreat as information center on all SMHA tobacco/agricultural-theme sites, events and facilities that interpret the tobacco/agricultural history of the SMHA. |
| | Create theme wine festivals at Sotterley to support agricultural diversification (grape growing). |

SMHA THEME PROJECTS

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| | <p>Work with ag sector to develop interpretive/educational components and visitor activities and events that support their efforts to increase awareness and retain and expand agriculture and related businesses</p> <ul style="list-style-type: none"> - coordinate an annual “Open House” day or weekend (“Down on the Farm”) with area farmers, similar to a tour of showcase homes, with tour map, signs at farm entrances, and a good variety of farm types. Have farmers on hand to participate in guided tours, allow visitors to “help” with some farming activities, have contact with farm animals, take home sample farm products. Sell home grown products and “Down on the Farm Day” logo t-shirts, overalls or hats as souvenirs at each farm. - develop a farm B&B concept that expands on the above idea |
| | <p>Host a Time and Tide cookoff for heritage area restaurants featuring indigenous dishes that use locally harvested fruits, vegetables and seafood or have historic significance to the area (i.e., Amish sausage, Indian corn pudding, etc.).</p> |
| | <p>Develop and interpret the Biscoe/Gray farm property (or a similar property) as a major attraction depicting the farm life of Calvert County during the early part of the 20th century with the potential of future expansion to a “living history” museum.</p> |
| | <p>Create a corn maze at Jefferson Patterson Park & Museum.</p> |
| | <p>Work with the Amish community in Charles and St. Mary’s counties to devise an acceptable means to interpret their lifestyle and their history in Southern Maryland.</p> |
| | <p>Expand the displays and interpretation of rural life at the Farm Exhibit Building at Jefferson Patterson Park & Museum to highlight the tools and equipment used by the agricultural community in Calvert County and Southern Maryland.</p> |
| TIZ PROJ | ECO TOURISM AND OUTDOOR RECREATION |
| (TIZ) | <p>Develop an Interpretive Nature Center at Friendship Farm Park to serve as a Nature/Eco Tourism Hub to promote nature-oriented initiatives in the region. Proposed center to include observation deck and could serve as home to estuarine studies center and similar programs. Construct trails and wildlife observation areas and blinds, as well as camping and fishing areas and facilities to support canoe/kayaking activities. Hiking and paddling trails maps should be developed to enhance visitor understanding and experience. Portions of the park should be re-vegetated to provide habitat opportunities and windbreaks. Additional interpretation and exhibits at the park to include:</p> <ul style="list-style-type: none"> - estuarine system of Nanjemoy Creek - fisheries issues - bald eagle observation points and “eagle cam” |
| | <p>Develop and implement hiking, biking and paddling trails that group and connect natural and cultural points of interest within a four to five mile range (eleven identified).</p> |

SMHA THEME PROJECTS

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| | <p>Offer daylong water trail tours on the Patuxent, Potomac and Chesapeake Bay with different themes for specialized interests:</p> <ul style="list-style-type: none"> - birdwatching tours - kayaking tours - estuarine/marine life tours |
| | <p>Develop, enhance and interpret greenways and open space corridors for the Patuxent River, the Potomac River, the Zekiah Swamp, the Wicomico River Valley, the St. Mary's River, Nanjemoy Creek, and the Chesapeake Bay Cliffs.</p> |
| | <p>Secure and protect shoreline at Purse State Park to ensure preservation' and longevity of passive recreation resources, especially fossil hunting.</p> |
| | <p>Develop a self-guiding brochure/driving map that features the natural and cultural resources of the region.</p> |
| | <p>Develop a series of itineraries for both the consumer and group tour and travel markets that highlight the natural and cultural resources of the region.</p> |
| | <p>Utilize manor house or other facilities at Chapman's Landing as an eco-tourism visitor orientation center promoting all regional heritage offerings with emphasis on Charles County eco-tour (Nanjemoy) in cooperation with the MD Department of Natural Resources.</p> |
| (TIZ) | <p>Develop canoe/kayak landing at new "Port of Leonardtown" site on McIntosh Run. Construct hiking trails at the site connecting to Breton Bay that include self-guiding signage/interpretation for environmental and wildlife education</p> |
| (TIZ) | <p>Develop facility at Piney Point/Potomac River Museum site to support canoe/kayaking/paddleboat activities to facilitate visitor interaction with water resources and natural features. Facilities can be utilized to support group environmental and nature study programs.</p> |
| (TIZ) | <p>Design, develop and build a collection storage "prep" lab with public access and interpretation at the Calvert Marine Museum to show the importance of the geological and prehistoric heritage of Southern Maryland.</p> |
| (TIZ) | <p>Design and develop a Bayside History and Nature Center including wetlands restoration and a wetlands trail at North Beach on town-owned property to the north of the town. Develop "SMHA Nature/Eco Tourism Hub" section as information center on all SMHA nature/eco tourism-theme sites, events and facilities that interpret the natural/ecological history of the SMHA.</p> |
| | <p>Provide additional interpretation and infrastructure to provide a better visitor experience at Flag Ponds Nature Park.</p> <ul style="list-style-type: none"> • Develop a series of interpretive signage along the various trails. • Provide outdoor kiosks and interpretive displays. • Provide horseback riding trails in addition to the already existing walking trails. |
| | <p>Provide additional signage and interpretation of the salt-fresh water marsh; develop a marsh stabilization project; update trail through the marsh at the Calvert Marine Museum.</p> |

SMHA THEME PROJECTS

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| | <p>Develop and construct a series of permanent ADA accessible canoe/kayak launch sites, together with a heritage water trail guide to these locations and a preview of the sites along the routes. Explore the potential of canoe/kayak storage and rental facilities at one or all of these locations:</p> <ul style="list-style-type: none"> • Calvert Marine Museum • Flag Ponds Nature Park • Jefferson Patterson Park & Museum • Kings Landing Park • Other to be determined county location. |
| | Develop an Indian Head rail trail from Indian Head to White Plains with emphasis on interpretation of natural areas |
| | Link Sotterley and Greenwell physically via trails |
| | Develop recreation trail system in St. Mary's County. Build trail on existing R.O.W.. from Mechanicsville to Lexington Park. |
| | Develop improved access to tidal waters throughout the region |
| (TIZ) | <p>Develop trails system at Port Tobacco:</p> <ul style="list-style-type: none"> - trail to Thomas Stone National Historic Park (approx. 1.5 miles) - trail to Chapel Point State Park (approx. 3 miles) - walking trails within the town that interpret historic structures, role of river |
| (TIZ) | Develop Fishing Creek Trail system to parallel and in two locations traverse the length of Fishing Creek from it's mouth to the Town boundary. May be further extended into the County beyond the TIZ. Improvements would include the trail itself as well as two trail bridge crossings and two to three observation areas to permit enjoyment of natural wetland surroundings, view wildlife and support eco-tourism opportunities in the Town. |
| (TIZ) | Develop water trail from Calvert Marine Museum in Solomons to Chesapeake Bay area lighthouses |
| | <p>Develop a series of trails at Jefferson Patterson Park & Museum.</p> <ul style="list-style-type: none"> - Expand the Riverside Interpretive Trail with exhibits, structures, and partial reconstruction of buildings that would have been located along this trail during the 12,000 years that people have lived on this site. Write and edit oral histories. Develop a program that shows how to discover the past through archaeology and architectural history. - Construct and interpret the Patuxent Shore Walking Trail to provide access to the waterfront and to interpret the importance of maintaining the environment and the waters around it. |
| | Develop interpretive facilities and programs at Summerseat Sanctuary arising from mission to function as an animal sanctuary and preserved working farm |
| | Develop additional and improve existing facilities at Myrtle Point Park in St. Mary's County (California) in conjunction with FY '04 master plan for the park, including trail improvements, construction of a Visitor and Nature Center, amphitheater, canoe and kayak launching facilities, and activities consistent with the nature of the site. |

SMHA THEME PROJECTS

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| | FIVE YEARS and after: Develop an observation Boardwalk parallel to the Cliffs of Calvert at the Calvert Cliffs State Park to allow the visitor the opportunity to view the cliffs safely. |
| TIZ PROJ | MARITIME (includes seafood industry, boat building and marine transportation) |
| | Offer daylong water trail tours on the Patuxent, Potomac and Chesapeake Bay with different themes for specialized interests: <ul style="list-style-type: none"> - watermen-guided fishing cruises - indigenous Bay vessel sailing cruises (bugeye <i>Tennison</i> in Solomons, skipjack <i>Dee</i> at St. George Is.) - steamboat/riverboat cruises - historic sightseeing tours |
| | Construct a boat launching facility at Mallows Bay using State of MD waterway improvement funds that can include: <ul style="list-style-type: none"> - boardwalk - interpretive exhibit panels and maps detailing sunken ships - static exhibits/interpretive panels about estuarine system and marine life |
| | Implement a river boat to tour of the Potomac along both shores (MD and VA). |
| (TIZ) | Expand the Calvert Marine Museum property to accommodate additional interpretation of the Patuxent and the Bay and expansion of educational programs and visitor services. Develop “SMHA Maritime Hub” section of museum as information center on all SMHA maritime-theme sites, events and facilities that interpret the maritime history of the SMHA. |
| | Develop Steamboat Wharf transportation museum and visitor’s center that could be a reproduction of a steamboat company’s freight and passenger terminals, which were typical in waterside towns around the Bay at the turn of the century. The development of this facility will create a heritage tourism destination that interprets rural transportation history and preserves maritime resources of national significance (significant because they represent a vanishing Bay resource: riverfront, wharf and warehouse structures that served the maritime trades since the early 19th century). Wharves and warehouses around the Bay represented nodes of communication and transportation for the goods and passengers to the rest of the Southern Maryland region before a reliable network of roads and rails were established. <ul style="list-style-type: none"> - steamboat wharf terminal can serve as visitor’s center and transportation museum for boaters, bicyclists and other visitors touring the region - museum/visitor’s center should display exhibits that interpret the history of the steamboat era in the SMHA |
| (TIZ) | Support and assist in implementation of actions to restore, protect, interpret and promote Lighthouses of Southern Maryland: <ul style="list-style-type: none"> - Cove Point Lighthouse, Calvert County - Piney Point Lighthouse, St. Mary’s County - Drum Point Lighthouse, Calvert County - Point Lookout Lighthouse, St. Mary’s County - Reconstruct Pope’s Creek Lighthouse as Visitor Center with interpretive exhibits on original lighthouse - Interpret Cedar Point Lighthouse at Calvert Marine Museum |

| SMHA THEME PROJECTS | |
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| | Develop a self-guiding brochure/boating map that features maritime heritage sites including the Calvert Marine Museum, Sotterley, St. Clements Island, coastal lighthouses, Patuxent Naval Air Station, Lundenburg School of Seamanship Museum, Mallows Bay, Charles County shorefront, etc. |
| (TIZ) | Assist in development of thematic focus and interpretive story for expanded Piney Point Potomac River Maritime Museum <ul style="list-style-type: none"> - construct new two-story building to house museum exhibits moved from Colton's Point museum site and new exhibits relating to historic, religious, cultural and environmental aspects of St. Clements Island/Potomac River history. - create wooden boat exhibit/interpretive facility in existing workshop bldg. on site - develop Potomac River vessels exhibit/interpretive facility in existing warehouse building on site, include four vessels on loan from Lundburg School. |
| (TIZ) | Expand the wood shop/woodworking building to allow the development of traditional maritime trades including classes on this subject at the Calvert Marine Museum. |
| (TIZ) | Refurbish Chesapeake Bay Lab facilities on St. Georges Island as museum, to include building and parking facilities. |
| | Reconstruct Blackistone lighthouse on St. Clements Island |
| (TIZ) | Develop a tour of St. Georges Island for car or bike (with bike pick-up/return locations). Tour is to provide insight into the workaday world and social fabric of a water community. <ul style="list-style-type: none"> - "catch of the day" from water to table component (fishing boat, soft shell crab/crab/oyster prep demo/ restaurant visit) - water lore: Dee of St. Mary's - history: Piney Point lighthouse/Potomac River Museum - ecology: Dee of St. Marys, DNR Aquaculture Center - Business: Steuart pipeline, Harry Lundenburg School |
| TIZ PROJ | COLONIAL SETTLEMENT |
| (TIZ) | Implement improvements program for Port Tobacco Courthouse and Public Square <ul style="list-style-type: none"> - enhance external interpretation of courthouse grounds and surrounding historic structures with interpretive panels for a short trail or walking tour and on-site costumed interpreters - construct frame "ghost structures" of former buildings at public square to recreate village as it was during heyday as major port town - develop interpretive signage about Port Tobacco River and its role as maritime/shipping and transportation route - re-create stocks, gallows and dunking chair as part of interpretation of old jail |
| (TIZ) | Create visual and pedestrian linkages from Tudor Hall to Old Jail Museum and Leonardtown via landscape and physical improvements. |
| (TIZ) | Develop "SMHA Colonial Settlement Hub" facility/exhibit in St. Mary's City and at the new Potomac River Museum to serve as an information center for all SMHA colonial settlement-theme sites, events and facilities that interpret colonial settlement in the SMHA, with emphasis on "point of contact" sites, and including sites and events that interpret or depict religion during the colonial period, i.e., historic churches and chapels, commemorative events, etc. |

SMHA THEME PROJECTS

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| | Develop a Colonial Settlement tour featuring and linking St. Mary’s City, Sotterley, Jefferson Patterson Park and Museum, Port Tobacco, Thomas Stone National Historic Park, and other sites that may become available in the future. |
| (TIZ) | Enhance interpretation of Colonial period structures in Leonardtown - Tudor Hall: evaluate existing interpretive experience for possible improvement, make physical improvements including additional landscaping to replicate estate gardens of the period. |
| TIZ PROJ | WAR AND CONFLICT |
| | Work with State to fully interpret Point Lookout as a Civil War site and provide increased access to visitors - develop “SMHA War and Conflict Hub” section of museum as information center on all SMHA war and conflict-theme sites, events and facilities that interpret the history of war and conflict in the SMHA. - address site presentation to include improved museum and site access and access to lighthouse; - improve interpretive program - create tours and packages for special interests (lighthouse, civil war, etc.) to complement state’s efforts in these areas - strengthen identity as heritage attraction |
| | Partner with civil war sites and State tourism office to link State’s “Escape of a an Assassin” theme with related SMHA sites. Develop brochure self-guided auto tour or bus group tour from Mudd House to Pope’s Creek and into VA. Utilize existing historic markers and add signage interpreting the Lincoln assassination and Booth’s escape. The road from Rte. 301 to Pope’s Creek (where Booth crossed the Potomac) has additional markers on this topic, the seafood restaurants at Pope’s Creek would make it good final destination for the tour. |
| | Develop a War of 1812 Star Spangled Banner Hiker Biker trail from Flags Ponds Nature Park to Solomons |
| | Develop “SMHA War and Conflict Hub” section of Smallwood Retreat museum as information center on all SMHA war and conflict-theme sites, events and facilities that interpret the history of war and conflict in the SMHA. |
| (TIZ) | Complete construction of new facilities of Patuxent River Naval Museum and expand interpretation and collections - Develop new exhibits to include video/computer simulation and other technologically advance interpretation-building platforms - Archive and conserve video and film collections |
| | Develop a Civil War hiking trail in the Popes Creek RR Corridor (3 miles) |
| | Develop an extensive trail system at Maxwell Hall, significant highlights to include: - link to historic British landing at Benedict (before march to Washington) - interpret trail of War of 1812 sites with signage |

SMHA THEME PROJECTS

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| | <p>Support the development of the Star Spangled Banner National Historic Trail, including working with Federal and State agencies to secure resources for interpretive facilities and sites at:</p> <ul style="list-style-type: none"> - Benedict, Drum Point, Cedar Point, Solomons, Jefferson Patterson Park and Museum, and St. Leonard's Creek - Develop a Center for the War of 1812 to be located at a significant War of 1812 site in Southern Maryland |
| (TIZ) | Develop and build an Amphibious Landing Base Museum and Exhibit Center on the site of the Calvert Marina to include programs and displays to interpret the importance of Solomons as a training location during World War II. Include additional interpretation at Flag Ponds Nature Park. |
| (TIZ) | Construct a replica of one of Commodore Joshua Barney's barges that were used in the War of 1812. This ship would be used to conduct tours on St. Leonard Creek, the site of one of the largest Naval battles in the United States, and other related water tours at both the Calvert Marine Museum and Jefferson Patterson Park & Museum. |
| | Construct and build/or interpret the site of the location of the home of Richard Smith, the first Surveyor General of the State of Maryland, at Jefferson Patterson Park & Museum. |
| TIZ PROJ | NATIVE AMERICAN |
| (TIZ) | Interpret Native American experience at Friendship Farm Park. |
| (TIZ) | <p>Explore feasibility of constructing new Native American Life Museum in the town of Indian Head</p> <ul style="list-style-type: none"> - develop "SMHA Native American Hub" section of museum as information center on all SMHA Native American-theme sites, events and facilities that interpret Native American history in the SMHA. - develop project collaboratively with Piscataway Indian Museum and the American Indian Heritage Society. - coordinate with other Native American museums including "Woodland Hamlet" at St. Mary's City and Jefferson Patterson Park. |
| | Expand the Native American hamlet and archaeological education center at Jefferson Patterson Park & Museum to better interpret the important position that these peoples played in the development of Southern Maryland. |
| TIZ PROJ | AFRICAN AMERICAN |
| | <p>Develop the St. Mary's County African-American story and interpret it via existing and new sites (to include Sotterley, Drayden Schoolhouse, Scotland Schoolhouse, Potomac River Museum).</p> <ul style="list-style-type: none"> - Survey resources/conduct needs assessment of associated county sites and collections as per the Inventory of MD Commission on Af-Am History and Culture. - Conduct needed research and further develop stories - Develop exhibits - Develop print and electronic guides |

SMHA THEME PROJECTS

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| | <p>Implement improvements program for African American Heritage Society’s Museum and Cultural Center in La Plata</p> <ul style="list-style-type: none"> - develop “SMHA African American Hub” exhibit/facility as information center on all SMHA African American-theme sites, events and facilities that interpret African American history in the SMHA. - install signage and possible historic structure (Judy Rose House) at 5-acre site on Rte. 301 and develop a site plan for the property - develop exhibits to interpret lives of historic African Americans of the region, including Mathias de Sousa, Josiah Henson, and Matthew Henson - develop mission statement, collections policy and long-range strategic plan - conduct an African American oral history program |
| | <p>Develop and interpret the mid-20th century lifestyle of an African-American farmer and his family on the recently acquired Gross family homestead. Provide infrastructure to make this property visitor friendly and visitor accessible.</p> |
| | <p>Complete restoration of Drayden African American Schoolhouse and implement interpretive program</p> <ul style="list-style-type: none"> - develop “SMHA African American Hub” exhibit/facility as information center on all SMHA African American-theme sites, events and facilities that interpret African American history in the SMHA. - develop interpretive plan - incorporate past community research and interpretive efforts such as those of the Unified Committee for African- American Culture - create external interpretive signage |
| | <p>Continue with the restoration and develop interpretive signage for the Old Wallville School, the oldest existing African-American school left in Calvert County.</p> |
| | <p>Develop a program to interpret significant people and places in Charles County as they relate to the African-American experience during the Civil War, including the life of Josiah Henson (escaped slave and author born in Charles County, inspiration for Harriet Beecher Stowe’s “Uncle Tom’s Cabin”) and the history of Camp Stanton, (near Benedict) where the 7th, 9th, 19th and 30th U.S. Army Colored Infantries trained for active service during the Civil War (the 19th and 30th Infantries were made up primarily of African-Americans from Southern Maryland, many of whom worked on area plantations). Possible venues for this project include the African American Heritage Society’s Museum and Cultural Center in La Plata, Maxwell Hall, or Benedict.</p> |
| TIZ PROJ | CULTURE AND ENTERTAINMENT |
| | <p>Promote “horse heritage” including history and development of accessible lands for trail riding and events. Construct equestrian center based if feasible</p> |
| | <p>Develop and promote entertainment/recreational opportunities for boating visitors, such as water trails and boat races for power and sail boats, skipjacks, and kayaks</p> |
| | <p>Develop a gazebo at Chapel Point State Park for band/outdoor concerts and events</p> |
| | <p>Promote the adoption and implementation of existing County recreation plans for expanded recreation facilities</p> |
| (TIZ) | <p>Assist Indian Head in the Development of the Black Box theater</p> |

| SMHA THEME PROJECTS | |
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| (TIZ) | Develop Potomac River Promenade and River Walk at Indian Head waterfront. Partner with Navy to utilize existing waterfront access facility (small marina) adjacent to Town for location of pier for Potomac River tour boat. Partner with landowners to extend the facility north along waterfront for development of Promenade and River Walk, with changes in elevation walkway to provide dramatic views of riverscape. |
| (TIZ) | Upgrade and improve the exhibits at the Chesapeake Beach Railway Museum, as well as increasing the quality and quantity of the public programs and refurbishing the rail car Dolores, to better interpret the railway and resort as a part of the Chesapeake Beach scene from 1900 through the early 1970s. |
| (TIZ) | Enhance cultural activities in Leonardtown to develop town as a “Destination” <ul style="list-style-type: none"> - Floating Theater at public wharf - “Port of Leonardtown” plaza area with stage and related facilities - construct hiking/pedestrian trails from “Port of Leonardtown” facilities to Breton Bay, along McIntosh Run - support development of Tudor Hall Village, including proposed McIntosh Run Golf Course - Refurbishment of private historic movie theater into dinner theater |
| (TIZ) | Expand Historic St. Mary’s City/St. Mary’s College “Summer in the City” event series to offer pilot courses in art, native crafts, and music to children and adults plus a juried art and craft show that would draw from local and regional talent. Add instructors for the new courses and implement an organizational and marketing plan for the entire program. |
| (TIZ) | Create a festival of tall ships at Historic St. Mary’s City/St. Mary’s College to mark the 30 th Anniversary of the SMCM Governor’s Cup Yacht Race on August 1-2, 2003. Known as the longest overnight race on the Bay, the Governor’s Cup Yacht Race already draws over 2,000 people to campus each summer. Secure historic ships for the festival, as well as floating docks, waterfront personnel, and other equipment needed to host the fleet. This event would draw even more visitors to the area and encourage racers and their families to extend their stay in the county. |
| TIZ PROJ | VISITOR INFRASTRUCTURE |
| | Develop incentive packages to attract boaters, i.e. docking privileges at key heritage sites that have water access, special discounts for ‘night on land’ overnight stays at B&Bs and hotels, etc. |
| | Develop audio/visual materials for each Southern Maryland Heritage Area theme for rent and for sale at staffed visitor centers and museum facilities: <ul style="list-style-type: none"> - taped self-guided tours for driving/boating visitors, - taped self-guided tours for theme trails, i.e. Star Spangled Banner Trail, eco-tour trails - taped self-guided tours for sites and facilities, especially those that do not have docents or tour guides regularly staffing exhibits - tapes, CDs, or videos of living histories, i.e., actors portraying historic characters and events of the region, similar to oral histories or first-person accounts |
| | Implement regularly scheduled tours led by docents, costumed interpreters or step-on guides at sites and attractions to strengthen the appeal of the heritage tour product and improve the visitor experience. |

SMHA THEME PROJECTS

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| | <p>Implement an improvements program for the Polling House in St. Leonard:</p> <ul style="list-style-type: none"> - develop interpretation plan - install interpretive panels/exhibits - secure artifacts - implement preventative maintenance program - establish regular open hours |
| | <p>Improve signage and interpretation of historic religious structures</p> <ul style="list-style-type: none"> - develop “SMHA Religious Hub” section at the new Potomac River Museum and the Mount Carmel Monastery as information center on all SMHA religious-theme sites, events and facilities that interpret the religious history of the SMHA. - improved external signage at churches encouraging visitors to enter restored structures - develop and install interpretive signage at sites - develop bus tour of historic religious structures |
| (TIZ) | <p>Implement visitor infrastructure improvements program in Port Tobacco:</p> <ul style="list-style-type: none"> - enhance road signage from La Plata to Port Tobacco - acquire Compton’s Field (adjacent to Courthouse) for visitor parking area - encourage reconstruction or rehab of existing 18th and 19th century buildings for B&B’s and restaurants |
| | <p>Through the use of incentives, encourage re-use and re-development of the old power plant at Popes Creek, possibly shops</p> |
| (TIZ) | <p>Construct or rehabilitate an existing structure to serve as a 15 to 40-room Victorian County Inn at Indian Head in the downtown area, along Route 210 (Main Street) near the Navy Base or adjacent to the Village Green</p> |
| (TIZ) | <p>Create incentives and work with Leonardtown and Nanjemoy to encourage development of B&B facilities in its existing historic housing stock</p> <ul style="list-style-type: none"> - locate near or in the downtown |
| (TIZ) | <p>Develop tourist comfort station facilities in Piney Point at Potomac River Museum site, including:</p> <ul style="list-style-type: none"> - restrooms - visitor information materials/displays - vending machines |
| | <p>Hire a paid professional museum coordinator for the Southern Maryland Museum Association</p> |
| | <p>Develop a partnership with the museums and/or museum consortiums of Southern Maryland to develop heritage tourism initiatives through living history programs, thematic tours, etc.</p> |
| | <p>Coordinate with county planning staff to implement land use programs which might support the heritage area including a heritage area overlay zone with associated design standards, corridor management plans and other areas of development review to preserve key settings, viewsheds, and rural/cultural landscapes. Utilize existing programs including Rural Legacy, Community Legacy, GreenPrint, Forest Conservation Ordinance, Scenic Byways, etc.</p> |

SMHA THEME PROJECTS

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| | Partner with county Historic Preservation Commissions or historic preservation planning staff in efforts to identify, evaluate, preserve and rehabilitate historic resources. The commissions will be excellent partners for outreach and a logical coordinator for tax credits and other incentive programs |
| | Coordinate eco/nature tourism efforts and goals with appropriate environmental organizations currently working on complimentary projects, and coordinate existing and new watershed protection projects and outreach programs with local watershed teams. |
| | Through new construction or adaptive re-use, increase the number of modern, upscale lodging and conference facilities currently located in the heritage area: - implement a plan to encourage public and private sector investments in the development of additional accommodations facilities - assess the number of vacant historic or downtown structures that could be adapted as B&Bs or small hotels - develop opportunities for staying on the water including B&Bs, hotels, and/or cabins |
| | Establish guidelines, incentives and certification for heritage sites within the heritage area to become "recognized". The guidelines should clarify who certifies these sites (local government agencies, MHT, etc.) Certification should be based on a range of standards including collections care, education, etc. and should be based on national professional standards. Encourage counties to match funding levels to certification status of museums |
| | Develop a certification system covering hospitality training, cultural awareness, facility standards, etc. for tourism-related businesses |
| | Implement a consistent schedule of "open to the public" exhibit hours for sites and museums in SMHA. A realistic and appropriate joint schedule could vary season to season but must be consistent and well publicized. |
| | Add/enhance entertainment/cultural attractions to town centers appealing to families |
| (TIZ* as noted) | Create new and/or enhance qualities of existing Gateways and Visitor Centers at access points to the region and within each town center in the region to inform and orient visitors. (town centers could have interpretive components that tell about the history and resources of the town as well). Specific locations for Gateway/Visitor Centers include: - Rte. 210 corridor at Chapman's Landing or in the town of Indian Head (see #63) - Existing 301 corridor welcome center located near the Harry Nice Bridge - * Implement improvements program for Visitor Center in Solomons including better maps and guides to sites and museums and improved amenities - Rte. 5 corridor near Charlotte Hall/Mechanicsville area to supplement or relocate existing Chamber of Commerce facility to improve visibility - Confluence of Rte. 2 and Rte. 4 corridors at Sunderland, possibly in conjunction with All Saints Church - * Patuxent River Naval Air Station at Base Visitor Reception Area and at Navy Museum - Route 4 entrance into St. Mary's County from Solomons |
| | Explore adding attraction loop to county public bus systems (perhaps on weekends) |
| | Create regional sign system that is directional but also keyed to type of attraction/amenity through use of "universal" symbols: - incorporate SMHA logo - link to thematic driving/bicycling tour maps |

| SMHA THEME PROJECTS | |
|----------------------------|---|
| | Complete visitor improvements at Sotterley Plantation, including bathrooms, barn refurbishment, visitor center parking |
| | Implement a water taxi/shuttle system as a means of transporting boaters to key sites during peak months. |
| | Establish elder hostel programs for Southern Maryland (consult with Calvert Marine Museum on their existing program) |
| | Provide (build) overnight facilities (rustic cabins, campground areas, bathrooms and showers) at various locations throughout the county to provide for the extension of current educational programs and to allow for the provision of youth hostels and other activities. <ul style="list-style-type: none"> - Jefferson Patterson Park & Museum - Kings Landing Park - Calvert Marine Museum - Flag Ponds Nature Park - Calvert Cliffs State Park |
| (TIZ) | Expand the facilities at Annmarie Garden on St. John in Dowell, MD to include the building of a Visitor Center & Art Gallery with meeting rooms. Refurbish the house by the water to include facilities for weddings, banquets, meetings and retreats. Procure and place new statuary at the Garden to allow for a more comprehensive visitor experience. Continue with the development of additional phases of the Annmarie Garden Master Plan. |
| (TIZ) | Convert the existing “White House” in Historic St. Mary’s City into a “Village” shop for retail use as the first step towards re-creation of a colonial village similar to Williamsburg or Jamestown, which combines retail, restaurant, college, and residential space to make the area more accommodating to tourists and the local community. |
| (TIZ) | Develop a unified setting for St. Mary’s Seminary (the area of St. Mary’s Hall, Calvert Hall, and Anne Arundel Hall at St. Mary’s College) including markers that both identify and provide the history of the buildings, and infrastructure such as brick paths, benches, and landscaping that unify the original buildings. Develop an audio tour in conjunction with improvements. |
| | Construct visitor facilities and amenities at Sotterley to include refurbishment of barn, addition of bathrooms, parking lot and festival field improvements. |
| TIZ PROJ | MARKETING, PROMOTION & AWARENESS |
| | Develop an “Everything Southern Maryland” marketing concept - include as retail outlet for museums as well as for ag products. Package authentic or unique local “signature” products, including: <ul style="list-style-type: none"> - Southern Maryland lighthouses as art - Southern Maryland barns as art - Native American/Amish artforms - specialty seafood gourmet products |

SMHA THEME PROJECTS

| | |
|--------------|--|
| (TIZ) | <p>Coordinate an annual Heritage Week:</p> <ul style="list-style-type: none"> - publicize locally and statewide with advertising campaign, posters and brochures - organize as a ‘traveling’ festival, with a segment in each TIZ area - feature longer ‘open to the public’ hours for courthouses and research facilities throughout the region - offer cultural/historical theme special events and living histories - feature costumed interpreters on special guided tours of Southern Maryland historical attractions - offer increased boat tours - regional food for sale/regional food cooking demonstrations - art show, including children’s art - booths, demonstrations, living histories by special groups (Native Americans, African Americans, Amish, Revolutionary and Civil War Re-enactors, etc.) |
| | <p>Develop and implement an “In Your Own Backyard” awareness/education program for local residents and businesses to promote the heritage area locally:</p> <ul style="list-style-type: none"> - offer admissions discounts to sites and facilities to residents and employees of local businesses in three counties - sponsor a heritage area theme poster contest for children and a photography contest for adults, host an event (“show opening”) to display all entries, use local arts/entertainment personalities as judges, announce winners and prizes and use show as a traveling exhibit to local galleries/art museums/libraries/schools - provide local radio/cable stations with 30 or 60 second taped psa’s on heritage area “fascinating facts” - publish a monthly or quarterly newspaper for local residents and businesses - include “Did You Know?” features w/facts and lore about all 3 counties - include a calendar of heritage area events - feature a local business that is using some Heritage Area aspect or theme to successfully promote or increase their revenues/employment opportunities - offer suggestions to other businesses to help them tie in with heritage themes and successfully promote their own businesses - include a “This Old House” feature about local residents/businesses who own buildings that are listed on an historic register, including challenges/rewards of being listed - offer tips and info for other historic property owners to do the same |
| | <p>Integrate the Southern Maryland Heritage Center into the SMHA plan and incorporate it in heritage programs. Endorse the management plan for the Thomas Stone National Historic Site.</p> |
| | <p>Develop new regional brochures that highlight heritage area theme, make all brochures available on the website</p> |
| | <p>Provide existing attractions that do not have brochure racks with racks to cross sell other attractions and the region</p> |
| | <p>Implement a visitor tracking system at key sites to determine visitor demographics for target marketing programs.</p> |
| | <p>Establish key market “niches” for heritage tourism and develop targeted marketing programs to attract those markets (i.e., seniors, boaters, families, etc.).</p> |

SMHA THEME PROJECTS

| | |
|--------------|--|
| | <p>Develop an educational partnership program with county schools. Initial discussions with school representatives from Charles County indicated support for a project of this type that utilizes historic sites as “learning laboratories”.</p> <ul style="list-style-type: none"> - utilize interpretive, experiential programs - connect the past to the present - relate programs to school curriculum - develop age-appropriate activities - focus on the human aspect of history with compelling stories of both ordinary and extraordinary people - form a youth volunteer corps: <ul style="list-style-type: none"> - to conduct guided site tours for visiting school groups, guides to be local school children (relating history from same age perspective) - to assist in archeological projects like digs - to participate in living history demonstrations - to assist with cleaning up, stabilizing, or restoring a site |
| | Develop and promote SMHA tour packages for target markets, including overnight or weekend packages, family packages, theme packages, and seasonal packages. |
| | Develop a Southern Maryland Tour and Travel Group Tour Manual to be distributed to Pennsylvania Bus Association and to leads received from the Maryland Office of Tourism Development from the National Tour Association Tour and Travel Exchange and the American Bus Association Marketplace. |
| (TIZ) | Develop and install interactive kiosks at key points in all TIZs with advertising capabilities to market other key sites and attractions. Utilize touch screen options as another means of gathering visitor information. |
| | Develop overview video of region for use at gateway visitor centers and distribute to regional hotels/motels etc. for use in rooms |
| | Develop strategy for ongoing public communication via newsletters, press releases, briefings, etc. |
| | Advertise large events in counties regionally with a regional headline on a regular basis, utilizing regional funds. |
| | <p>Implement programs to specifically assist businesses housed in historic buildings:</p> <ul style="list-style-type: none"> - information on local, state and federal technical assistance programs for restoration and maintenance - information on local, state and federal financial assistance programs including tax incentives and low interest loans - information on how to get an historic property or structure listed on an historic register (including benefits of being listed) |
| (TIZ) | Create and fabricate a collection of street banners in Solomons to advertise and market activities for various seasons of the year and for various major events. |
| | Work with the Amish Community in Charles and St. Mary’s counties to more effectively market their products. Consider consolidation of sales of farm produce, greenhouse and handcrafted goods in conjunction with displays at a single destination. Consider group lunches and dinners offered by Amish community at a single destination for touring groups. |
| | Develop the “fly-in” market for the expanding regional airport by creating and marketing tour itineraries and packages that target this market. |

Section 11: Management Framework

A Platform for Implementation

Broadening visitation to the Southern Maryland Heritage Region and accomplishing the many other related objectives identified in this plan will require a cooperative effort among its partners, who will implement specific projects and programs to achieve the objectives and advance the strategies of the Management Plan. Implementing the Management Plan also will require commitment of significant financial resources from a variety of sources. These financial resources will be used to fund the staffing and operations, program activities, and capital projects required to implement this plan.

Organizing to Promote the Southern Maryland Region

In order to undertake this Management Plan, an immediate requirement is the establishment of an effective management platform or organizational structure for focusing efforts to promote the Southern Maryland Heritage Region. Such an organizational structure should serve to inform, coordinate and unite the efforts of various organizations currently engaged in promotion of various aspects of the heritage area story to improve overall effectiveness. Key organizations, among others, include the Southern Maryland Travel and Tourism Committee and the Southern Maryland Museum Consortium. The structural framework should also serve as a basis for integrating new partners into policy, planning, and implementation decisions. Staff will be needed to manage key projects. Successfully satisfying these requirements will enable the organization to focus on implementation activities and projects to support the recommended strategies discussed in this plan.

An organizational structure should be developed that serves to inform, coordinate and unite the efforts of existing organizations currently engaged in promotion of various aspects of the Southern Maryland Heritage Area story. It should also serve as a basis for integrating new partners in projects, marketing, programming, and development of new interpretive facilities.

Assessment of existing organizations and their capacity to take on overall heritage tourism functions suggests that each organization is busy accomplishing its current mission(s) and that little capacity exists with any existing organization to satisfy the broad range of management functions and project undertakings required to successfully implement many of the strategies and projects recommended to enhance the Southern Maryland heritage areas story and identity as a region. Implementing the Management Plan will tax the current capacity of any existing organization engaged in promoting Heritage Tourism within the region. Many such organizations function as coordinating and review organizations, relying largely on technical and

staff assistance provided by the Counties or others to accomplish essential tasks, such as preparing grant applications, publishing newsletters, and continuing public and community relations.

Moreover, the range and depth of activities required virtually require a partnership of organizations and agencies that together represent the breadth and depth of knowledge and capacity needed for successful implementation. At the same time, creation of a “new” organization to champion heritage tourism initiatives and implement this plan does not appear to offer an appropriate management solution. A “new” organization would likely undertake activities that might be redundant of many activities currently being undertaken in the region by existing organizations and in and of itself would not assure the collaborative effort required to coordinate heritage program investments. A new organization would also require new dedicated sources of funding to support its operation at a time when local government resources are spread thin.

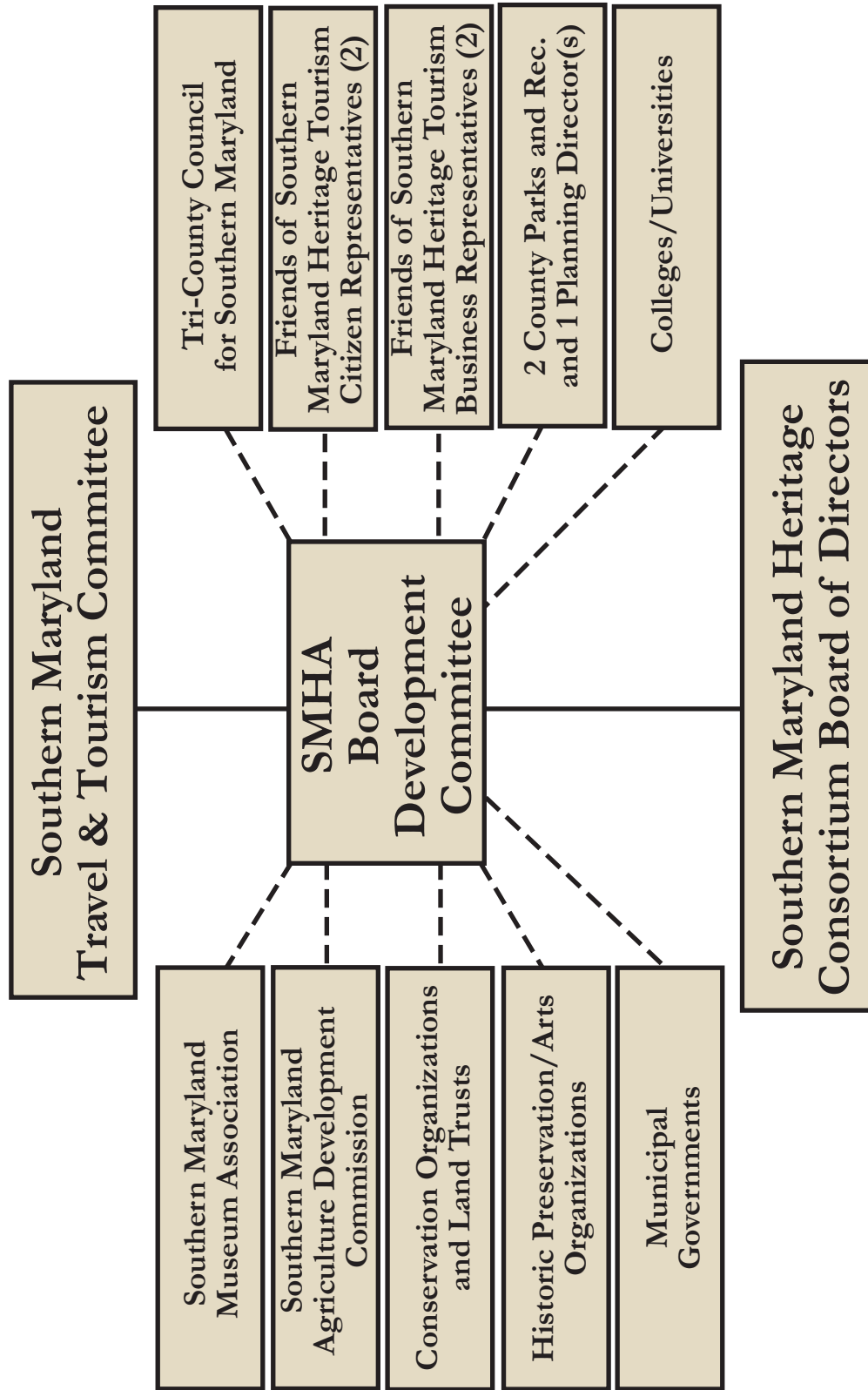
Creation of a “Southern Maryland Heritage Area Consortium” under the leadership provided by the Southern Maryland Travel and Tourism Committee can create a “partnership forum” that can better support program implementation. Such an organization would simply bring together existing heritage program supporters and providers to enhance opportunities to leverage greater benefits from their initiatives and activities through mutually supportive activities undertaken by heritage area partners. With non-profit corporation status through the involvement of the Tri-County Council for Southern Maryland, such an organizational partnership could seek funding for projects from both government and non-profit organizations alike. Such a forum is therefore recommended as the best means of piloting efforts to implement this plan.

Figure 1 outlines the proposed composition of a prospective Board of Directors for such an organizational partnership.

Such a consortium of existing organizations can serve to:

- bring together the many heritage area partners which are currently engaged in a number of heritage area initiatives;
- provide a forum for assuring their “collective” efforts can yield greater benefits to the region; and
- provide an organizational form that will permit it to seek grants from both the public sector and from private foundations to augment the range and types of projects that can be undertaken to promote heritage tourism within the region.

Figure 1 Proposed Board Composition Southern Maryland Heritage Consortium



As the non-profit organization implements the Management Plan, they will be simultaneously advancing multiple strategies, including (but not limited to) the following:

- Assisting its partners in the development of a tourism infrastructure, such as visitor services and facilities and enhanced heritage tourism and recreation offerings.
- Creating a regional identity and participating with others in regional marketing/promotional strategies to increase tourism.
- Partnering with local communities and organizations as well as state and local agencies or foundations to achieve community revitalization and economic development objectives.
- Developing visitor orientation and interpretive facilities to enhance the visitor experience and lengthen their stay and increase visitor spending in the region.

The Southern Maryland Travel and Tourism Committee, with the support of the County Commissioners in each of the three Southern Maryland Counties should take the leadership role in establishing the “Consortium”. Together, they should appoint a “Southern Maryland Heritage Consortium Board Development Committee” that would represent appropriate heritage interests to formalize the Mission, objectives and role of the organization and to establish an organization Board of Directors. To the extent possible appointees to the Committee should reflect the likely board composition of the Consortium.

The recommended board composition would provide for representation and/or membership as follows:

- One representative from the Southern Maryland Travel and Tourism Committee.
- One representative from the Southern Maryland Museum Association.
- The Executive Director of the Tri-County Council for Southern Maryland
- One Municipal Government Representative (selected among the five municipal governments in the region)
- One representative from the Southern Maryland Agricultural Development Commission.
- One representative from an Historic Preservation and/or Arts organization.
- One representative from the region’s Colleges/Universities.
- One representative from regional or county conservancy organizations.
- Two County Parks and Recreation program Directors (to be rotated among Counties)
- One County Planning and Zoning program Director (to be rotated among Counties)
- Two business representatives and two citizen representatives from the “Friends of Heritage Tourism”; an organization to be created to further extend Heritage program partnerships throughout the region (see later discussion).

This fifteen (15) member board would direct the activities of the Consortium.

The Southern Maryland Travel and Tourism Committee would serve as the marketing arm of the consortium with the support of the Southern Maryland Museum Association. Both organizations are currently key stakeholders in promoting tourism in the region and should therefore be directly engaged to provide leadership for the Consortium. The Tri-County Council for Southern Maryland could serve as the third leg of the stool to support the organization in that it is a qualified non-profit organization. The Tri-County Council's participation can provide support to the consortium in handling administrative and financial matters, and in housing staff for the organization. Perhaps most important, the Tri-County Council's non-profit organization status could be shared with the Consortium and enable it to seek funding from other non-profit organizations to provide financial support for activities and projects undertaken on behalf of the organization.

A consortium of existing organizations will expand the capacity to perform the numerous tasks outlined in this Management Plan and virtually assure partnership working relationships among its members. The process of creating such an organization should also increase opportunities for existing organizations engaged in various aspects of heritage tourism to define the role and activities of the organization. This would be accomplished by taking the following steps:

- Developing a mission statement for the organization to reflect its role as a catalyst for heritage preservation and tourism development;
- Developing the "Articles of Incorporation" and "Bylaws" as necessary and establishing a Board of Directors that assures representation from existing heritage area organizations and service providers;
- Establishing an effective committee structure;
- Hiring staff; and
- Defining the scope of organizational operations and activities.

Proposed Organizational Form

The "Management Structure Chart" (Figure 2), outlines a proposed organizational management platform to guide the formative structure for the Southern Maryland Heritage Area Consortium.

Once the organizations Board of Directors is established the management framework recommends a committee structure within the Consortium that can help it to evolve into a more effective management entity that includes broad representation of and participation by stakeholders and partners. Representation on the organizations committees will need to be broad and should assure balanced representation by key agencies, organizations, heritage area interests and jurisdictions. Examples of the types of membership interests that the new non-profit should seek for participation through its committee structure include the following:

Economic Development/Heritage Tourism Development Interests

- Representation from the Southern Maryland Museum Association
- Representation from the each County's Chamber of Commerce
- Visitor support business representation from businesses or corporations that are directly impacted by the Travel industry and heritage tourism in the region (e.g. hotel or restaurant industries)..

Historic Preservation/Resource Protection Interests

- Representation from Historical Preservation organizations..
- A representative from Thomas Stone National Historic Site
- Representation from State Park Facilities
- Representation from County Parks and Recreation Departments
- Representation from Land Trusts/Conservancy Organizations

Private Non Profit and Charitable Organizational Interests

- Representation from the American Chestnut Land Trust
- Representation from the Charles County Arts Alliance
- Representation from the Calvert County Cultural Arts Council
- Representation from the Art Alliance of St. Mary's College
- Tri-County Council for Southern Maryland

Government

- Representation from the Tourism Departments in each of the three Counties.
- Representative from the Economic Development Departments in each of the three Counties.
- A representative from the office of County Commissioners in each County
- Representation from the Towns of Chesapeake Beach, North Beach, Leonardtown, Indian Head and La Plata.

Disciplines/Backgrounds to benefit further support organizational interests (5 members)

- An Attorney
- A Realtor/Developer
- A Marketing Specialist
- An Accountant
- A Fund-raising specialist

Not all of these organizations require representation on the Board of Directors of the Consortium, but may be represented within the organization's committee structure. To the extent that

members representing other organizations may have backgrounds or disciplines that support organizational interests they may reduce the size of the Board of Directors. As part of its capacity building strategy, the Southern Maryland Heritage Consortium should develop a basic orientation and training program for new board members that will provide a thorough explanation and description of their immediate and long-term roles and responsibilities. Training workshops and seminars should be offered to board members, partners, friends of the organization (see later discussion) and staff covering relevant heritage area initiatives and topics such as grant writing and nonprofit management that might benefit member organizations.

Proposed Organizational Structure

Southern Maryland Heritage Consortium Board of Directors

The Consortium Board of Directors' principal responsibilities will be fulfillment of the objectives set forth in this strategic plan, maintaining legal accountability for organizational operations, and policy development. The Board of Directors also will be responsible for evaluating and determining compensation for the Executive Director. Board members will accomplish their functions by developing a practice of regularly scheduled meetings and by establishing a committee structure that is appropriate to the size and function of the organization. Board members will serve as spokespersons for the Consortium in their respective communities, organizations, and agencies. The Board of Directors will conduct regular reviews of their composition to ensure the most effective representation, board expertise, and commitment. In addition, the Board of Directors should be responsible for the following tasks:

- Formulating plans, projects, and activities to accomplish the objectives for the Southern Maryland Heritage Tourism Region;
- Determining those projects and activities which should receive priority attention and included in periodic funding requests that will be made to the Maryland Heritage Area Authority (MHAA).
- Monitoring the progress toward implementation of this Strategic Plan (and other projects in which the Consortium is involved);
- Ensuring financial solvency of the organization;
- Establishing a fair system of policies and procedures for human resource management, and;
- Producing an annual report on the status of the implementation of the Management Plan.

The Board of Directors will include a President or Chairperson, a Vice President or Vice Chair, a Treasurer, and a Secretary. These members will comprise the Executive Committee.

Board Committees

The Southern Maryland Heritage Consortium Board Committees will provide an organized and focused means for members and partners to devise cooperative strategies and recommend specific plans and programs to address issues. The following standing committees should be established:

Executive Committee: The Executive Committee will oversee the operation of the board, Executive Director, and act on behalf of the board during on-demand activities that occur between meetings (these actions or decisions would later be presented for full board review). The Executive Committee will also perform evaluations of the Executive Director. The Executive Committee will consist of the President or Chair, the Vice President or Vice Chair, the Treasurer, and the Secretary, chosen from the Consortium Board of Directors.

Finance Committee: The Finance Committee will oversee development of the organization's budget and ensure adequate financial controls. The Treasurer will serve as the chairman of this committee. Members for this committee should include bankers, certified public accountants, financial managers and/or investment brokers.

Fund-Raising Committee: The Fund-Raising Committee will oversee development and implementation of a Fund-Raising Plan, and identify and solicit funds from external sources, including public and private sector grants. This Committee will also serve as the liaison between the Board and the proposed "Friends of the Heritage Area" organization, and will oversee Friends-sponsored annual and special fund-raising events. Examples of members for this committee include representatives from charitable organizations, bankers, estate planners, Colleges/Universities and other persons having served in a similar capacity for other organizations.

Marketing and Public Relations Committee: The Southern Maryland Travel and Tourism Committee would serve as the marketing arm of the consortium. The Travel and Tourism Committee would oversee development and implementation of the Consortium's Marketing Plan. The marketing and public relations committee will insure that the Consortium is represented to the region in a manner that enhances the organization's image, including oversight of all communications with the media. Membership for this committee might also include media executives, graphic design executives, and other industry executives with experience in marketing and advertising.

Staffing

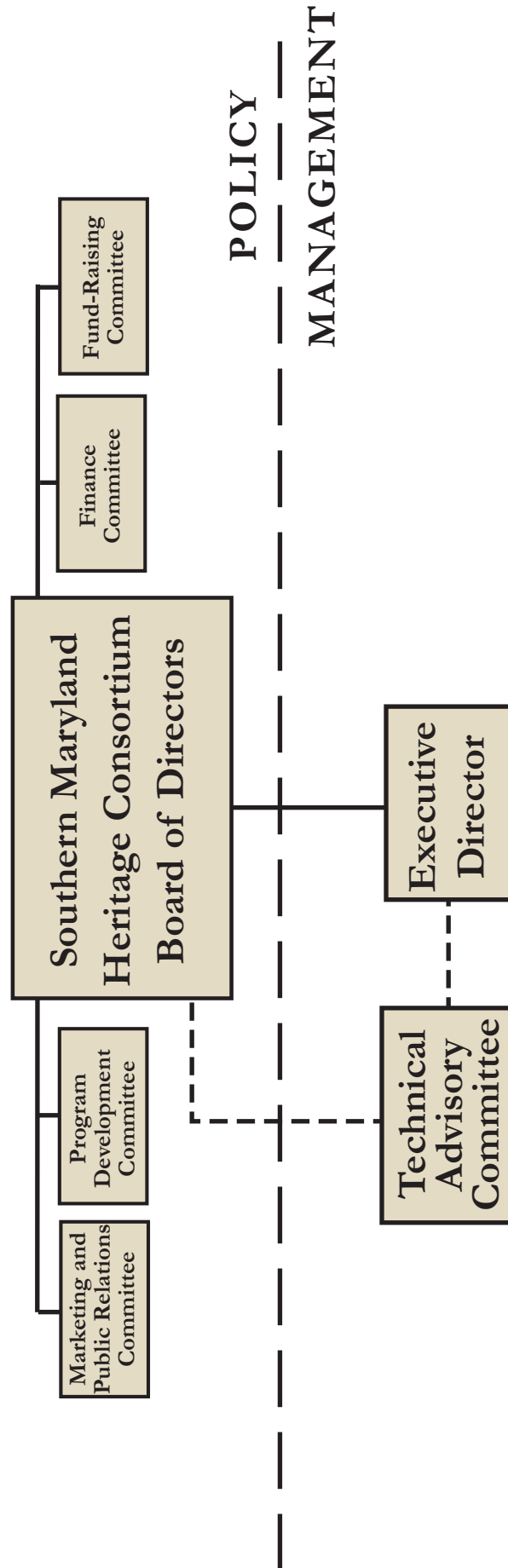
In order to advance specific programs and to insure the implementation of key projects recommended in this Strategic Plan, the Consortium will require staff. During its formative year staff functions and organizational support may need to be provided by existing County Tourism Directors or Managers. Each County's tourism department has been actively engaged in the

region's heritage program development and share interests in achieving the objectives in this plan. The three County Tourism Directors would serve as the Boards Technical Advisory Committee (TAC) (see Figure2). During the first year they may also serve as staff to the board although they would continue to serve in the TAC capacity to provide support and direction to the Consortiums staff as the organization evolves.

However, the focus of the Board in its formative stages should be on developing the organization's staff capacity. An executive director for the Consortium will need to be brought on board to satisfy a number of organizational needs. In addition to managing the daily operation of the Consortium, the general responsibilities of the Executive Director would include the following:

- Assuring that the organization has a long-range strategy, which achieves the mission for the Southern Maryland Heritage Region and makes consistent and timely progress;
- Working with the Consortium Board of Directors to design, administer, and evaluate a comprehensive schedule of programs, projects, and administrative policies that will achieve stated goals and objectives;
- Developing and recommending to the Board of Directors an annual budget for their approval, including a system for managing programs within those guidelines;
- Keeping the Board of Directors fully informed on the condition of the organization so that governance functions are carried out;
- Serving as chief spokesperson for the organization and thereby assuring the organization and its mission is properly presented to the public and support interests and organizations; and
- Managing the human resources of the organization.
- Assisting the Consortium's (SMHC) partners in acquiring funding for implementation of capital projects and/or development of interpretive facilities;

Figure 2
Proposed Management Structure
Southern Maryland Heritage Consortium



- In consultation with the Marketing and Public Relations Committee (Southern Maryland Travel and Tourism Committee, preparing a long-range marketing plan that identifies potential markets and market needs. The Marketing Plan will address how to meet needs with Consortium products and services/programs or the products, services and programs of its members. The Marketing Plan also will address how to promote and sell the regions products, services and programs;
- Assisting partners with projects and activities that advance the organization’s objectives, including coordinating implementation projects and providing leadership in stewardship activities, for example “Adopt a Trail” programs, tour facility development, volunteer recruitment, and manpower management.
- Guiding the development of service and program delivery mechanisms, including evaluation of existing services and programs, guidance for new programs and services, and oversight and coordination of development of stewardship programs and volunteer activities. The Executive Director will also recommend projects to the board to increase and/or enhance interpretive and educational programs and facilities, and will serve as the link between the board and SMHA museums and interpretive facilities on program activities.
- Guiding the advancement of capital projects that will result in new and/or enhanced facilities to support the development of the local tourism economy. Examples include construction of new or enhancement of existing interpretive facilities, completion of trail segments, and development of new tourism service facilities.

Successful implementation of the Management Plan is contingent upon funding for the Executive Director to support operations. Acquiring this funding assistance should be the Consortium’s priority in the first year. The Executive Director will work with the various committees and will be responsible for assisting partners with their development planning activities. This will require a specific emphasis on the implementation of capital projects, marketing and public relations, and interpretive facility development. The Executive Director and any other staff determined appropriate will be expected to pursue and administer grants and loans from public and private sources and insure adequate funding to support the organization’s ongoing operations and program activities.

**Table 11-1
Southern Maryland Heritage Area Consortium
Five-Year Start-Up Budget**

| ANNUAL EXPENSES | MHAA GRANT FUNDS | COUNTY CASH MATCH (shared by 3 counties) | OTHER CASH MATCH | TRI-CO COUNCIL IN-KIND MATCH | OTHER IN-KIND MATCH | TOTAL |
|--|---------------------------------|---|---------------------------------|---|------------------------------------|-----------------|
| YEAR ONE (public sources may make up 100% of match) | | | | | | |
| PERSONNEL | | | | | | |
| Director Indep. Contractor (rate x hours) | \$15,000 | \$9,000 | | | | \$24,000 |
| Board/Committees/Volunteer Time | | | | | \$4,000 | \$4,000 |
| CONTRACT SERVICES | | | | | | |
| Web/brochur/newsletter/annaul rppt | | \$1,300 | | | | \$1,300 |
| SUPPLIES | | | | | | |
| Office supplies | | \$300 | | | | \$300 |
| REIMBURSABLES | | | | | | |
| Mileage and Travel | | \$500 | | | | \$500 |
| POSTAGE | \$1,000 | | | | | \$1,000 |
| OFFICE SPACE | | | | \$4,000 | | \$4,000 |
| OVERHEAD | | | | | | |
| Office Equipment Use (PC/prntr, fax, copier) | | \$600 | | \$500 | | \$1,100 |
| Utilities/Services (phone, elec, cleaning) | | \$300 | | \$500 | | \$800 |
| TOTAL | \$16,000 | \$12,000 | | \$5,000 | \$4,000 | \$37,000 |
| 75% of \$16,000 to be matched in cash = \$12,000 provided by counties | | | | | | |
| YEARS TWO & THREE | | | | | | |
| PERSONNEL | | | | | | |
| Director Indep. Contractor (rate x hours) | \$13,000 | \$10,500 | \$4,125 | | | \$27,625 |
| Board/Committees/Volunteer Time | | | | | \$3,000 | \$3,000 |
| CONTRACT SERVICES | | | | | | |
| Web/brochur/newsletter/annaul rppt | \$6,000 | | | | | \$6,000 |
| SUPPLIES | | | | | | |
| Office supplies | \$500 | | | | | \$500 |
| REIMBURSABLES | | | | | | |
| Mileage and Travel | \$1,000 | | | | | \$1,000 |
| POSTAGE | | \$1,000 | | | | \$1,000 |
| OFFICE SPACE | | | | \$4,000 | | \$4,000 |
| OVERHEAD | | | | | | |
| Office Equipment Use (PC/prntr, fax, copier) | \$1,000 | | | \$500 | | \$1,500 |
| Utilities/Services (phone, elec, cleaning) | | \$500 | | \$500 | | \$1,000 |
| TOTAL | \$21,500 | \$12,000 | \$4,125 | \$5,000 | \$3,000 | \$45,625 |
| 75% of \$21,500 to be matched in cash = \$16,125 with \$12,000 provided by counties and \$4,125 by the private sector; 25% of grantee cash match of \$16,125 to be provided by private sector= \$4,032 | | | | | | |

**Table 11-1
Southern Maryland Heritage Area Consortium
Five-Year Start-Up Budget**

| ANNUAL EXPENSES | MHAA GRANT FUNDS | COUNTY CASH MATCH (shared by 3 counties) | OTHER CASH MATCH | TRI-CO COUNCIL IN-KIND MATCH | OTHER IN-KIND MATCH | TOTAL |
|---|---------------------------------|---|---------------------------------|---|------------------------------------|-----------------|
| YEARS FOUR & FIVE | | | | | | |
| PERSONNEL | | | | | | |
| Director Indep. Contractor (rate x hrs) | \$25,000 | \$11,000 | \$12,000 | | | \$48,000 |
| Board/Committees/Volunteer Time | | | | | \$3,000 | \$3,000 |
| CONTRACT SERVICES | | | | | | |
| Web/brochure/newsletter/annual report | \$4,000 | | | | | \$4,000 |
| SUPPLIES | | | | | | |
| Office supplies | \$500 | | | | | \$500 |
| REIMBURSABLES | | | | | | |
| Mileage and Travel | \$1,000 | | | | | \$1,000 |
| POSTAGE | \$1,000 | \$1,000 | | | | \$2,000 |
| OFFICE SPACE | | | | \$4,000 | | \$4,000 |
| OVERHEAD | | | | | | |
| Office Equipment Use (PC/printer, fax, copier) | | | | \$500 | | \$500 |
| Utilities/Services (phone, elec, cleaning) | \$500 | | | \$500 | | \$1,000 |
| TOTAL | \$32,000 | \$12,000 | \$12,000 | \$5,000 | \$3,000 | \$64,000 |
| 75% of \$32000 to be matched in cash = \$24,000 with \$12,000 provided by counties and \$12,000 private sector; 50% of match = \$12,000 to be provided by private sector | | | | | | |

Create “Friends of Southern Maryland Heritage Tourism”

Creation of a subsidiary group to the Southern Maryland Heritage Area Consortium would also provide a number of benefits to the regions heritage tourism program. Such a subsidiary group in the form of “Friends of Southern Maryland Heritage Tourism” would establish a volunteer network of interested individuals, enhance fund raising efforts, and broaden the network of heritage program supporters in the region. “Friends” could enhance capability to solicit volunteers to be used to assist with regional events and festivals or to serve as tour guides, docents, or interpreters. Significant donations of time, financial resources, and effort from member “Friends” could be recognized by the Consortium through its newsletter and/or an annual banquet sponsored specifically to recognize contributions and solicit funds. The “Friends” organization would also provide 4 members as part of the composition of the Consortium Board of Directors (see previous discussion).

Membership dues could be used to match MHAA project funding or to undertake projects for which alternative funding sources are not available. A membership structure for the organization might include various categories or levels of membership including:

- benefactor or corporate membership
- patron or sponsor membership
- family membership,
- individual membership
- student membership

Annual dues for membership might range from \$500 to \$15 annually depending on the particular category of membership.

Section 12: Five Year Capital Projects Program

Introduction

Based on input from the communities and organizations involved in preservation, community revitalization and economic development activities in the SMHA, a large number of potential capital projects were identified. The SMHA's Five Year Capital Projects Program is geographically balanced, thus insuring that the full potential of the SMHA in each county is equally addressed. Capital Projects have been segregated into five categories:

- Interpretive and Educational Projects
- Recreation and Attractions Projects
- Linkages Projects
- Community and Economic Development Projects
- Marketing and Outreach Projects

More than half of the proposed capital projects are located within Target Investment Zones (TIZs), based on the collective potential for the projects located therein to advance the SMHA objectives for development as well as to address the goals of the *Maryland Heritage Areas and Tourism Development Program*. Candidate projects within the TIZs include trail segments, kayak/canoe launch facilities, interpretive facilities, and community revitalization and economic development projects. All projects have the potential to leverage private investment and provide a substantial return on public investment.

Successful completion of these and other key projects will result in an "improved product" throughout the Southern Maryland Heritage Area that will be supported by SMHA Program Development Activities (see Section 14), along with continuing marketing and outreach efforts of the SMHA and other organizations and entities in the region, the counties, and the state.

Interpretive and Education Projects

Note: TIZ denotes project in a Target Investment Zone

TIZ Construct an Interpretive Nature Center at Friendship Farm Park to serve as a hub for eco tourism and nature-oriented initiatives in the region. Proposed center to include observation deck and could serve as home to estuarine studies center and similar programs. Construct trails and wildlife observation areas and blinds, as well as camping and fishing areas and facilities to support canoe/kayaking activities. Hiking and paddling trails maps should be developed to enhance visitor understanding and experience. Portions of the park should be re-vegetated to provide habitat opportunities and windbreaks. Additional interpretation and exhibits at the park to include:

- estuarine system of Nanjemoy Creek
- fisheries issues
- bald eagle observation points

- portion of the site would feature interpretation of Matthew Henson, born in Nanjemoy

TIZ Construct new exhibits at Friendship Farm Park as part of new Farm Museum to interpret planting and preparation of crops and especially tobacco.

TIZ Develop new exhibits and interpretive displays at the Calvert Marine Museum about the Patuxent and the Bay (to be coordinated with the acquisition of additional property for the museum).

TIZ Develop Leonardtown Steamboat Wharf transportation museum and visitor's center exhibits that interpret rural transportation history and maritime resources of national significance (significant because they represent a vanishing Bay resource: riverfront, wharf and warehouse structures that served the maritime trades since the early 19th century).

Reconstruct historic lighthouses with new exhibits for Lighthouses of Southern Maryland:

- Reconstruct Pope's Creek Lighthouse as Visitor Center with interpretive exhibits on original lighthouse.
- Reconstruct Blackistone Lighthouse on St. Clements Island as a lighthouse museum.

TIZ Assist in moving and expanding Potomac River Maritime Museum exhibits to Piney Point. Move exhibits from Colton's Point museum site and construct/renovate buildings to house new exhibits relating to historic, cultural (including ethnic) and environmental aspects of Potomac River, including fisheries, wooden boat exhibit/interpretive facility in existing workshop building on site and Potomac River vessels exhibit/interpretive facility in existing warehouse building on site (includes four vessels on loan from Lundenburg School of Seamanship).

TIZ Construct exhibits for Port Tobacco Courthouse and old Jail site, including recreating stocks, gallows and dunking chair, to enhance external interpretation of courthouse grounds and surrounding historic structures with interpretive panels for a short trail or walking tour and on-site costumed interpreters.

TIZ Enhance exhibits on and interpretation of Colonial period structures in Leonardtown, particularly Tudor Hall. Evaluate Tudor Hall's existing interpretive experience for possible improvement, make physical improvements including additional landscaping to replicate estate gardens of the period.

TIZ Expand the Calvert Marine Museum wood shop/woodworking building to allow the development of traditional maritime trades including classes on this subject.

TIZ Complete construction of new facilities of Patuxent River Naval Museum and expand interpretation and collections:

- Develop new exhibits to include video/computer simulation and other technologically advance interpretation-building platforms
- Archive and conserve video and film collections

TIZ Develop a unified setting for St. Mary's Seminary (the area of St. Mary's Hall, Calvert Hall, and Anne Arundel Hall at St. Mary's College) including markers that both identify and provide the history of the buildings, and infrastructure.

TIZ Refurbish and restore "Dolores", a passenger car at the Chesapeake Beach Railway Museum to show the ambiance of this mode of transportation and to better interpret the museum as part of the Chesapeake Beach scene in the early 1920s and 30s.

TIZ Design, develop and build a collection storage “prep” lab with public access and interpretation at the Calvert Marine Museum to show the importance of the geological and prehistoric heritage of Southern Maryland.

TIZ Design and develop a Bayside History and Nature Center including wetlands restoration and a wetlands trail at North Beach on town-owned property to the north of the town.

TIZ Develop and build an Amphibious Landing Base Museum and Exhibit Center on the site of the Calvert Marina to include programs and displays to interpret the importance of Solomons as a training location during World War II. Include additional interpretation at Flag Ponds Nature Park.

Expand the displays and interpretation of rural life at the Farm Exhibit Building at Jefferson Patterson Park and Museum to highlight the tools and equipment used by the agricultural community in Calvert County and Southern Maryland.

Construct boardwalk and interpretive exhibit panels and maps at Mallows Bay, including history of sunken ships, estuarine system and marine life.

Complete restoration of Drayden African American Schoolhouse and implement interpretive program

- Develop interpretive plan
- Incorporate past community research and interpretive efforts such as those of the Unified Committee for African-American Culture
- Create external interpretive signage

Construct exhibits that interpret the mid-20th century lifestyle of an African-American farmer and his family on the recently acquired Gross family homestead. Provide infrastructure to make this property visitor friendly and visitor accessible.

Construct a replica of one of Commodore Joshua Barney’s barges used in the War of 1812. This ship would be used to conduct tours on St. Leonard Creek, the site of one of the largest Naval battles in the United States, and other related water tours at both the Calvert Marine Museum and Jefferson Patterson Park & Museum.

Construct and build/or interpret the site of the location of the home of Richard Smith, the first Surveyor General of the State of Maryland, at Jefferson Patterson Park and Museum.

Construct Steamboat Wharf transportation museum and visitor’s center that could be a reproduction of a steamboat company’s freight and passenger terminals, which were typical in waterside towns around the Bay at the turn of the century. The development of this facility will create a heritage tourism destination that interprets rural transportation history and preserves maritime resources of national significance (significant because they represent a vanishing Bay resource: riverfront, wharf and warehouse structures that served the maritime trades since the early 19th century). Wharves and warehouses around the Bay represented nodes of communication and transportation for the goods and passengers to the rest of the Southern Maryland region before a reliable network of roads and rails were established.

- Indian Head waterfront possible site
- steamboat wharf terminal can serve as visitor’s center and transportation museum for boaters, bicyclists and other visitors touring the region
- museum/visitor’s center should display exhibits that interpret the history of the steamboat era in the SMHA

Expand the Native American hamlet and archaeological education center at Jefferson Patterson Park

and Museum to better interpret the important position that these peoples played in the development of Southern Maryland.

Continue with the restoration and develop interpretive signage for the Old Wallville School, the oldest existing African-American school left in Calvert County.

Improve interpretation and infrastructure at Flag Ponds Nature Park to provide a better visitor experience:

- Develop a series of interpretive signage along the various trails.
- Construct outdoor kiosks and interpretive displays.
- Provide horseback riding trails in addition to the already existing walking trails.

Recreation and Attractions Projects

TIZ Develop facility at Piney Point/Potomac River Museum site to support canoe/kayaking and paddleboat activities to facilitate visitor interaction with water resources and natural features. Facilities can be utilized to support group environmental and nature study programs.

Develop tourist comfort station facilities in Piney Point at Potomac River Museum site, including:

- restrooms
- visitor information materials/displays
- vending machines

TIZ Expand the facilities at Annmarie Garden on St. John in Dowell, MD to include the building of a Visitor Center & Art Gallery with meeting rooms. Refurbish the house by the water to include facilities for weddings, banquets, meetings and retreats. Procure and place new statuary at the Garden to allow for a more comprehensive visitor experience. Continue with the development of additional phases of the Annmarie Garden Master Plan.

TIZ Develop canoe/kayak landing at new “Port of Leonardtown” site on McIntosh Run.

Develop and interpret the Biscoe/Gray farm property (or a similar property) as a major attraction depicting the farm life of Calvert County during the early part of the 20th century with the potential of future expansion to a “living history” museum.

Construct overnight facilities (rustic cabins, campground areas, bathrooms and showers) at various locations throughout the county to provide for the extension of current educational programs and to allow for the provision of youth hostels and other activities.

- Jefferson Patterson Park & Museum
- Kings Landing Park
- Calvert Marine Museum
- Flag Ponds Nature Park
- Calvert Cliffs State Park

Construct a series of permanent ADA accessible canoe/kayak launch sites, together with a heritage water trail guide to these locations and a preview of the sites along the routes. Explore the potential of canoe/kayak storage and rental facilities at one or all of these locations:

- Calvert Marine Museum (TIZ)
- Flag Ponds Nature Park

- Jefferson Patterson Park & Museum
- Kings Landing Park
- Maxwell Hall

Develop additional guides and improve existing facilities at Myrtle Point Park in St. Mary's County (California) in conjunction with FY '04 master plan for the park, including trail improvements, construction of a Visitor and Nature Center, amphitheater, canoe and kayak launching facilities, and activities consistent with the nature of the site.

Construct a gazebo at Chapel Point State Park for band/outdoor concerts and events.

Create a corn maze at Jefferson Patterson Park and Museum.

Construct a boat launching facility at Mallows Bay using State of MD waterway improvement funds that can include.

Linkages Projects

TIZ Construct hiking trails and access/launch points for paddling trails at Friendship Farm Park. Highlights of trails should include wildlife observation areas and blinds. Segments along trails should re-vegetated to provide habitat opportunities. Develop and install trail map and educational panels along trails that interpret vegetation, wetlands, wildlife habitat, and the estuarine system of the Nanjemoy.

TIZ Construct hiking trails at "Port of Leonardtown" that follow McIntosh Run and connect to Breton Bay. Install self-guiding signage/interpretation for environmental and wildlife education.

TIZ Develop an Indian Head rail trail from Indian Head to White Plains with signage and panels that interpret vegetation, wildlife habitats and other natural areas.

TIZ Develop trails system at Port Tobacco, including trail to Thomas Stone National Historic Park (approx. 1.5 miles) and trail to Chapel Point State Park (approx. 3 miles), and walking trails within the town that feature interpretive signage about historic structures, the role of the river, etc..

TIZ Develop a War of 1812 Star Spangled Banner Hiker Biker trail from Flags Ponds Nature Park to Solomons

TIZ Develop Fishing Creek Trail system to parallel and in two locations traverse the length of Fishing Creek from it's mouth to the Chesapeake Beach town boundary. May be further extended into the County beyond the TIZ. Improvements would include the trail itself as well as two trail bridge crossings and two to three observation areas to permit enjoyment of natural wetland surroundings, view wildlife and support eco-tourism opportunities in the Town.

TIZ Create visual and pedestrian linkages from Tudor Hall to Old Jail Museum and Leonardtown via landscape and physical improvements.

Link Sotterley and Greenwell physically via trails.

Develop and implement hiking, biking and paddling trails that group and connect natural and cultural points of interest within a four to five mile range. Develop and install trail map and educational panels along trails that interpret vegetation, wetlands, wildlife habitat, and the estuarine systems.

Develop recreation trail system in St. Mary's County. Build trail on existing R.O.W. from Mechanicsville to Lexington Park.

Develop a series of trails at Jefferson Patterson Park & Museum:

- Expand the Riverside Interpretive Trail with exhibits, structures, and partial reconstruction of buildings that would have been located along this trail during the 12,000 years that people have lived on this site. Write and edit oral histories. Develop a program that shows how to discover the past through archaeology and architectural history.
- Construct and interpret the Patuxent Shore Walking Trail to provide access to the waterfront and to interpret the importance of maintaining the environment and the waters around it.

Develop interpretive facilities and programs at Summerseat Sanctuary arising from mission to function as an animal sanctuary and preserved working farm

Develop additional and improve existing facilities at Myrtle Point Park in St. Mary's County in conjunction with FY '04 master plan for the park, including trail improvements, construction of a Visitor and Nature Center, amphitheater, canoe and kayak launching facilities, and activities consistent with the nature of the site.

Develop an extensive trail system at Maxwell Hall, significant highlights to include:

- link to historic British landing at Benedict (before march to Washington)
- interpret trail of War of 1812 sites with signage

Develop a Civil War hiking trail in the Popes Creek RR Corridor (3 miles)

Community and Economic Development Projects

TIZ Convert the existing "White House" in Historic St. Mary's City into a "Village" shop for retail use as the first step towards re-creation of a colonial village similar to Williamsburg or Jamestown, which combines retail, restaurant, college, and residential space to make the area more accommodating to tourists and the local community.

TIZ Begin Leonardtown improvements program to enhance cultural activities in the town and develop it as a "Destination":

- Floating Theater at public wharf
- "Port of Leonardtown" plaza area with stage and related facilities
- support development of Tudor Hall Village, including proposed McIntosh Run Golf Course
- Refurbishment of private historic movie theater into dinner theater

TIZ Develop Potomac River Promenade and River Walk at Indian Head waterfront. Partner with Navy to utilize existing waterfront access facility (small marina) adjacent to Town for location of pier for Potomac River tour boat. Partner with landowners to extend the facility north along waterfront for development of Promenade and River Walk, with changes in elevation walkway to provide dramatic views of riverscape.

TIZ Construct or rehabilitate an existing structure to serve as a 15 to 40-room Victorian County Inn at Indian Head in the downtown area, along Route 210 (Main Street) near the Navy Base or adjacent to the Village Green.

Through the use of incentives and financial assistance, **encourage re-use and re-development of the old**

power plant at Popes Creek, possibly as retail shops or studios.

Through new construction or adaptive re-use, **increase the number of modern, upscale lodging and conference facilities currently located in the heritage area**. Implement a plan to encourage public and private sector investments in the development of additional accommodations facilities. Assess the number of vacant historic or downtown structures that could be adapted or reused as B&Bs or small hotels. Develop opportunities for staying on the water including B&Bs, hotels, and/or cabins.

TIZ Explore feasibility of constructing new Native American Life Museum in the town of Indian Head

- develop project collaboratively with Piscataway Indian Museum and the American Indian Heritage Society.
- coordinate with other Native American museums including “Woodland Hamlet” at St. Mary’s City and Jefferson Patterson Park.

Marketing and Outreach Projects

TIZ Construct and install interactive kiosks at key points in all TIZs with advertising capabilities to market key sites and attractions. Utilize touch screen options as another means of gathering visitor information.

TIZ Install “eagle cam” at bald eagle nesting site at Friendship Farm Park and develop web-based program to interpret what visitors to the web site are seeing (i.e., nesting habits and habitats, care and feeding of young eagles, etc.)

Create regional sign system that is directional but also keyed to type of attraction/amenity through use of “universal” symbols. Incorporate SMHA logo, and link to thematic driving/bicycling tour maps.

Create new and/or enhance qualities of existing Gateways and Visitor Centers at access points to the region and within each town center in the region to inform and orient visitors. (town centers could have interpretive components that tell about the history and resources of the town as well). Specific locations for Gateway/Visitor Centers include:

- Rte. 210 corridor at Chapman’s Landing or in the town of Indian Head
- Existing 301 corridor welcome center located near the Harry Nice Bridge
- Implement improvements program for Visitor Center in Solomons (TIZ) including better maps and guides to sites and museums and improved amenities - TIZ
- Rte. 5 corridor near Charlotte Hall/Mechanicsville area to supplement or relocate existing Chamber of Commerce facility to improve visibility
- Confluence of Rte. 2 and Rte. 4 corridors at Sunderland, possibly in conjunction with All Saints Church
- Patuxent River Naval Air Station at Base Visitor Reception Area and at Navy Museum - TIZ

Section 13: Five-Year Program Development Activities

Each of the recommended SMHA Program Development Activities is discussed briefly below:

Interpretive and Education Program Development

Interpretive Exhibits Program Development: This program involves the development of exhibits portraying the history of the SMHA, which can be displayed at various locations. Resources in this category also may be used to assist in developing interpretive exhibits at new and existing heritage venues.

Expand tobacco culture interpretation to include other forms of agriculture, and in addition to tobacco barns, incorporate mills, corncribs, granaries, farmsteads and other agricultural structures/sites, such as Cecil's Old Mill and the St. Mary's County Historical Society Farm Museum, as examples of agricultural heritage.

TIZ **Expand exhibits and improve interpretive program at Navy Museum** on Patuxent River Naval Air Station grounds (pending construction of new facility).

TIZ **Interpret Native American ossuary (cemetery) at Friendship Farm Park** with outdoor exhibits and panels (coordinate this with representatives from local Native American organizations to insure authenticity and respect for burial ground).

Improve interpretive program and exhibits at Point Lookout.

Develop improved interpretation and new exhibits for Lighthouses of Southern Maryland:

- Cove Point Lighthouse, Calvert County
- TIZ: Piney Point Lighthouse, St. Mary's County
- TIZ: Drum Point Lighthouse, Calvert County
- Point Lookout Lighthouse, St. Mary's County

Develop the St. Mary's County African-American story and interpret it via existing and new sites (to include Sotterley, Drayden Schoolhouse, Scotland Schoolhouse, Potomac River Museum).

- Survey resources/conduct needs assessment of associated county sites and collections as per the Inventory of MD Commission on Af-Am History and Culture.
- Conduct needed research and further develop stories
- Develop exhibits
- Develop print and electronic guides

Develop a program to interpret significant people and places in Charles County as they relate to the African-American experience during the Civil War, including the life of Josiah Henson (escaped slave and author born in Charles County, inspiration for Harriet Beecher Stowe's "Uncle Tom's Cabin") and the history of Camp Stanton, (near Benedict) where the 7th, 9th, 19th and 30th U.S. Army Colored Infantries trained for active service during the Civil War (the 19th and 30th Infantries were made up primarily of African-Americans from Southern Maryland, many of whom worked on area plantations). Possible venues for this project include the African American Heritage Society's Museum and Cultural Center in La Plata, Maxwell Hall, or Benedict.

Develop new exhibits and implement exhibits improvements program for African American Heritage Society's Museum and Cultural Center in La Plata, including interpretation of lives of historic African Americans of the region (Mathias de Sousa, Josiah Henson and Matthew Henson), conduct an African American oral history program to be incorporated in new exhibits.

Expand the displays and interpretation of rural life at the Farm Exhibit Building at Jefferson Patterson Park and Museum to highlight the tools and equipment used by the agricultural community in Calvert County and Southern Maryland.

Work with the Amish community in Charles and St. Mary's counties to devise an acceptable means to interpret their lifestyle and history in Southern Maryland.

Education Program Development: Resources in this program category will be used to assist research entities or schools in the creation and distribution of educational materials. Funds also may be used to provide incentives for higher education research, directed study, and internships or to educate residents and visitors alike about the importance of historic preservation through guides to historic walks, plaques on historic structures, and other techniques.

Expand Calvert Marine Museum educational programs (to coincide with expansion of Museum facilities).

Develop and implement an "In Your Own Backyard" awareness/education program for local residents and businesses to promote the heritage area locally (produce 30 or 60 second taped educational psa's on heritage area "fascinating facts" for local tv/radio stations; develop "Did You Know?" educational section for Heritage Area newsletter with facts and cultural lore about the region).

Develop an educational partnership program with county schools (initial discussions with school reps from Charles County indicated support for a project of this type that utilizes historic sites as "learning laboratories"). Program should utilize interpretive, experiential programs that connect the past to the present. Programs should relate to school curriculum, include age-appropriate activities, focus on the human aspect of history with compelling stories of both ordinary and extraordinary people. Outreach education programs could include a youth volunteer corps that conducts site tours for visiting school groups, assists in archeological projects like digs, participates in living history demonstrations, and assists with clean-up, stabilization, documentation, or restoration of historic sites.

Develop interpretive/educational programs in conjunction with an annual "Down on the Farm" open house day or weekend with area farmers. Develop materials to assist farmers in interpreting their farming operations for visitors, including simple educational guides to explain soil types, crops, crop rotation, crop diseases, harvesting techniques, dairy farming, animal husbandry, etc.

A Web Site: Resources in this program category will be used to maintain a web-site for the SMHA, which will be dedicated to heritage interpretation and education.

Linkages Program Development

Guided and Self-Guided Tours Development: Resources in this program category will be used to develop guided and self-guided biking, hiking, water and auto tours and materials. Resources also may be used to develop interpretive wayside exhibits that highlight significant historical and/or natural resources located along trails.

Develop a self-guiding maritime heritage sites tour brochure/boating map that features maritime heritage sites including the Calvert Marine Museum, Sotterley, St. Clements Island, coastal lighthouses, Patuxent Naval Air Station, Lundenburg School of Seamanship Museum, etc.

Develop audio/visual self-guided heritage tour materials for each Southern Maryland Heritage Area theme for rent and for sale at staffed visitor centers and museum facilities:

- audio self-guided tours for driving/boating visitors,
- audio self-guided tours for theme trails, i.e. Star Spangled Banner Trail, eco-tour trails
- audio self-guided tours for sites and facilities, especially those that do not have docents or tour guides regularly staffing exhibits
- CDs and videos of living histories, i.e., actors portraying historic characters and events of the region, similar to oral histories or first-person accounts

Develop a “Tobacco Sites of Southern Maryland” or “Southern Maryland Agriculture - Yesterday and Today” self-guided tour brochure that highlights attractions that interpret the tobacco and/or agriculture of the region.

Develop brochure for self-guided “Escape of an Assassin” auto tour or bus group tour from Mudd House to Pope’s Creek and into VA. Utilize existing historic markers and add signage interpreting the Lincoln assassination and Booth’s escape. Partner with civil war sites and State tourism office to link State’s “Escape of a an Assassin” theme with related SMHA sites. The road from Rte. 301 to Pope’s Creek (where Booth crossed the Potomac) has additional markers on this topic, the seafood restaurants at Pope’s Creek would make it good final destination for the tour.

Develop a self-guiding natural and cultural resources tour brochure/driving map that features the natural and cultural resources of the region.

Develop a self-guided “Escape of an Assassin” auto tour brochure/driving map that features sites from Mudd House to Pope’s Creek and into Virginia as part of Maryland’s “Escape of an Assassin” tour. Link brochure with existing historic markers that interpret the Lincoln assassination and Booth’s escape and erect additional markers as needed. (Note: the road from Rte. 301 to Pope’s Creek where Booth crossed the Potomac has additional markers on this topic).

TIZ Develop a tour of St. Georges Island for car or bike (with bike pick-up/return locations). Tour is to provide insight into the workaday world and social fabric of a water community.

- “catch of the day” from water to table component (fishing boat, soft shell crab/crab/oyster prep demo/ restaurant visit)
- water lore: Dee of St. Mary’s
- history: Piney Point lighthouse/Potomac River Museum
- ecology: Dee of St. Marys, DNR Aquaculture Center
- business: Stuart pipeline, Harry Lundenburg School

Develop a guided “Tobacco Road” tour that features Sotterley Plantation, Godiah Spray Tobacco Farm, the ACLT/Wallace Family Farm site in Calvert County, key barns in the landscape, the auction barn in Hugessville, Port Tobacco and a demonstration site where tobacco is grown. Highlights could include how tobacco grows and is harvested, the life of a tobacco farmer, past and present methods of shipping and marketing tobacco.

Improve interpretation of historic religious structures including development of external interpretive panels and outdoor exhibits at sites.

Develop outdoor interpretive exhibit panels for selected sites of standing tobacco barns, mills, corncribs, granaries, farmsteads and other agricultural structures as examples of agricultural heritage.

Implement regularly scheduled tours led by docents, costumed interpreters or step-on guides at sites and attractions to strengthen the appeal of the heritage tour product and improve the visitor experience.

Trail Development: Resources in this program category will be used to prepare trail routing and feasibility studies for new trails. Resources also will be used to develop, design, and implement coordinated signage and information packages using the SMHA logo. Resources also may be used to provide signage at trailheads and along the trail and scenic routes. These signs will direct users to such things as connecting foot, bike, or horse trails, commuter rail stations, water shuttle landings, public landings and other public water access points.

TIZ Develop water trail from Calvert Marine Museum in Solomons to Cove Point Lighthouse via Back Creek to Chesapeake Bay.

Support the development of the Star Spangled Banner National Historic Trail, including working with Federal and State agencies to secure resources for interpretive facilities and sites at Benedict, Drum Point, Cedar Point, and St. Leonard’s Creek.

Partnership Development: Resources in this program category will be used to assist in the development of heritage partnerships and cooperative programs.

Develop a partnership with the museums and/or museum consortiums of Southern Maryland to develop heritage tourism initiatives through living history programs, thematic tours, etc.

Develop a partnership with county Historic Preservation Commissions or historic preservation planning staff in efforts to identify, evaluate, preserve and rehabilitate historic resources. The commissions will be excellent partners for outreach and a logical coordinator for tax credits and other incentive programs

Resource Preservation and Stewardship Program Development

Recognition Program Development: Resources in this program category will be used to recognize people, groups and/or organizations that have excelled in preservation and stewardship efforts.

Develop and implement a recognition program within the “In Your Own Backyard” awareness/education program for local residents and businesses to promote the heritage area locally.

Recognize efforts in historic and cultural resource preservation through events such as:

- a heritage area theme poster contest for children and a photography contest for adults, host an event (“show opening”) to display all entries, use local arts/entertainment personalities as judges, announce winners and prizes and use show as a traveling exhibit to local galleries/art museums/libraries/schools
- through the Heritage Area newsletter, publish a regular “story” piece that recognizes a local business for its efforts in promoting an aspect of the Heritage Area aspect or theme (include info on how it helped the business to successfully promote or increase its own revenues/employment opportunities, and offer suggestions to other businesses to help them tie in with heritage themes and successfully promote their own businesses)
- include a “This Old House” feature recognizing local residents/businesses who own and have restored or stabilized historic buildings or properties (include an interview with owner on the challenges/rewards of being listed, and offer tips and info for other historic property owners to do the same)
- include a “Barn Again” feature recognizing people or groups who have completed successful barn rehaband restoration projects.

Conservation Project Development: Resources in this category will be used to assist counties and communities with the establishment of programs and incentives to encourage conservation of farmland, maintenance of key scenic vistas, and/or protection of important wildlife habitats.

Coordinate with county planning staff to implement land use programs which might support the heritage area including a heritage area overlay zone with associated design standards, corridor management plans and other areas of development review to preserve key settings, viewsheds, and rural/cultural landscapes. Utilize existing programs including Rural Legacy, Community Legacy, GreenPrint, Forest Conservation Ordinance, Scenic Byways, etc.

Secure and protect shoreline at Purse State Park to ensure preservation and longevity of passive recreation resources, especially fossil hunting.

Coordinate existing and new watershed protection projects and outreach programs with local watershed teams.

Incentive Program (Preservation) Development: Resources in this program category will be used to provide technical assistance to municipalities in the development of guidelines and techniques to improve land use and transportation planning and to provide technical and financial assistance to historic restoration and rehabilitation projects. This includes technical assistance in preparing nomination papers for National Register Districts or in preparing historic preservation ordinances for municipalities.

Partner with county Historic Preservation Commissions or historic preservation planning staff for outreach

and coordination of tax credits and other incentive programs for preserving historic resources.

Establish guidelines, incentives and certification for heritage sites within the heritage area to become "recognized". Encourage counties to match funding levels to certification status of museums.

Restoration/Rehabilitation Project Development: Resources in this program category will be used to create incentives (grants) for restoration or rehabilitation of key heritage resources.

Establish a “Barn Again” Program based on the National Historic Trust’s model and supplement it with a revolving fund of low interest loan financing for rehab and restoration of barns to assure they remain as a unique landscape element in the region. The ubiquitous Tobacco Barn is the single most prominent, unifying element throughout the region.

TIZ Implement improvements program for Port Tobacco Courthouse, including developing and implementing a collections conservation program and preventative maintenance program.

Implement programs to specifically assist businesses housed in historic buildings, including providing information on local, state and federal technical assistance programs for restoration and maintenance, information on local, state and federal financial assistance programs including tax incentives and low interest loans, information on how to get an historic property or structure listed on an historic register (including benefits of being listed).

Partner with county Historic Preservation Commissions or historic preservation planning staff in efforts to identify, evaluate, preserve and rehabilitate historic resources.

Community and Economic Development Programs

Financial and Technical Assistance for Revitalization Efforts: Resources in this program category will be used to provide financial and technical assistance for revitalization efforts that reinforce historic venues and settings, such as business retention efforts and assistance in new business creation that takes advantage of the SMHA designation and various historic rehabilitation incentives.

TIZ Create incentives to encourage development of B&B facilities in Leonardtown and Nanjemoy utilizing its existing historic housing stock, particularly those properties that are located near or in the downtown.

As part of a Heritage Area Business to Business program, regularly **host seminars/workshops on all forms of assistance available to businesses located in TIZs and within the CHA**, including tax incentives and low interest loans.

Develop a farm B&B concept that allows Southern Maryland farmers to promote the agriculture industry and provides an alternative/additional source of income.

Marketing and Outreach Program Development

Regional Marketing Plan Development: Resources in this program category will be used to develop, implement and maintain the SMHA's marketing and outreach plan.

Supplement current Time & Tide slogan with the term "Maryland Beginnings" in all future advertising and promotional material, including the web site.

Develop new regional brochures that highlight heritage area themes, make all brochures available on the website.

Provide existing attractions that do not have brochure racks with racks to cross sell other attractions and the region.

Implement a visitor tracking system at key sites to determine visitor demographics for target marketing programs.

Establish key market "niches" for heritage tourism and develop targeted marketing programs to attract those markets (i.e., seniors, boaters, families, etc.).

Develop and promote SMHA tour package programs for target markets, including overnight or weekend packages, family packages, theme packages, and seasonal packages.

Develop the "fly-in" market for the expanding regional airport by creating and marketing tour itineraries and packages that target this market.

Develop overview video of region for use at gateway visitor centers and distribute to regional hotels/motels etc. for use in rooms.

Develop strategies for ongoing public communication via newsletters, press releases, briefings, etc.

Advertise large events through media sources located throughout the Mid-Atlantic region on a regular basis.

Develop a Heritage Area Business to Business program to keep businesses interested and involved in, and supportive of, the SMHA:

- regularly host seminars/workshops on all forms of assistance available to businesses located in TIZs and within the CHA, including tax incentives and low interest loans
- recognition program for business for heritage tourism achievements (awards program)
- develop innovative ideas to assist businesses with marketing their products or services within the context of the heritage area
- provide businesses with demographics and information on heritage area target markets to assist them in targeting visitors when they come to the area
- regularly update businesses with heritage area benchmark accomplishments
- host quarterly or seasonal "Business to Business" gatherings to bring everyone together to exchange information/insights, invite business representatives or organizations from other heritage areas to speak and share experiences
- distribute SMHA logo tote bags filled with heritage area signature items to realtors to include in Welcome Baskets, and to chambers of commerce to distribute to participants of regionally hosted business-charity events or conferences, etc.

Create and install a collection of street banners in Solomons to advertise and market activities for various

seasons of the year and for various major events.

Special Events, Incentive Programs, and Packaged and Group Tour Program Development:

Resources in this program category will be used to develop and promote packaged tours and a passport ticketing system.

Develop an annual Heritage Week as a ‘traveling’ festival, with a segment in each TIZ area. Publicize locally and statewide with advertising campaign, posters and brochures. Feature longer ‘open to the public’ hours for courthouses and research facilities throughout the region, offer cultural/historical theme special events and living histories, feature costumed interpreters on special guided tours of Southern Maryland historical attractions, offer increased boat tours and regional food for sale/regional food cooking demonstrations, sponsor an art show including children’s art, feature booths, demonstrations, living histories by special groups (Native Americans, African Americans, Amish, Revolutionary and Civil War Re-enactors, etc.)

Develop and implement an “In Your Own Backyard” awareness/education program for local residents and businesses to market and promote the heritage area locally. In addition to news and information about heritage area sites, offer admissions discounts to sites and facilities to residents and employees of local businesses located in the heritage area. Include a calendar of heritage area events and information on how to become a “Friend” of or volunteer for the heritage area.

Develop and coordinate an annual “Open House” day or weekend (“Down on the Farm”) with area farmers, similar to a tour of showcase homes, with tour map, signs at farm entrances, and a good variety of farm types. Have farmers on hand to participate in guided tours, allow visitors to “help” with some farming activities, have contact with farm animals, take home sample farm products. Sell home grown products and “Down on the Farm Day” logo t-shirts, overalls or hats as souvenirs at each farm.

Create a Southern Maryland wine festival at Sotterley within context of agricultural diversification (grape growing).

Host a Time and Tide cookoff for heritage area restaurants featuring indigenous dishes that use locally harvested fruits, vegetables and seafood or have historic significance to the area (i.e., Amish sausage, Indian corn pudding, etc.). Consider hosting the cookoff every season to showcase what’s growing/biting throughout the year. If feasible, collect recipes featured each year and produce a cookbook.

Create a festival of tall ships at Historic St. Mary’s City/St. Mary’s College to mark the 30th Anniversary of the SMCM Governor’s Cup Yacht Race on August 1-2, 2003. Known as the longest overnight race on the Bay, the Governor’s Cup Yacht Race already draws over 2,000 people to campus each summer. Secure historic ships for the festival, as well as floating docks, waterfront personnel, and other equipment needed to host the fleet. This event would draw even more visitors to the area and encourage racers and their families to extend their stay in the county.

Expand Historic St. Mary’s City/St. Mary’s College “Summer in the City” event series to offer pilot courses in art, native crafts, and music to children and adults plus a juried art and craft show that would draw from local and regional talent. Add instructors for the new courses and implement an organizational and marketing plan for the entire program.

Develop incentive packages to attract boaters, i.e. docking privileges at key heritage sites that have water access, special discounts for ‘night on land’ overnight stays at B&Bs and hotels, etc.

Implement a visitor tracking system at key sites to determine visitor demographics for target marketing programs.

Develop a Southern Maryland Tour and Travel Group Tour Manual to be distributed to Bus Associations and to leads received from the Maryland Office of Tourism Development from the National Tour Association Tour and Travel Exchange and the American Bus Association Marketplace.

Develop and promote SMHA tour package programs for target markets, including overnight or weekend packages, family packages, theme packages, and seasonal packages.

Visitor Centers/Signage Development: Resources in this program category will be used to assist communities in the development of coordinated regional signage and gateway enhancement projects.

Improve directional signage to historic religious structures, both on major highways and secondary roads, to assist visitors in finding sites and structures. Include external signage at sites encouraging visitors to enter restored structures.

Visitor Infrastructure Development: Resources in this program category will be used to assist communities in the development of visitor infrastructure improvement projects.

Explore adding attraction loop to county public bus systems (perhaps on weekends).

Implement a water taxi/shuttle system as a means of transporting boaters to key sites during peak months.

Marketing Product Development: Resources in this category will be used to develop and maintain a marketing web site, including a virtual “SMHA store” where products may be purchased (“e-commerce”).

Implement “Everything Southern Maryland” concept - include on website as “virtual” retail outlet for museums as well as for ag products. Package authentic or unique local “signature” products, including:

- Southern Maryland lighthouses as art
- specialty seafood gourmet products
- Native American/Amish artforms
- Southern Maryland barns as art

Develop an overview video of region for use at gateway visitor centers and distribute to regional hotels/motels etc. for use in rooms

Section 14: SMHA Tourism Management Plan - Five-Year Capital Projects and Program Activities Budget and Schedule

Item #: CA: Calvert CH: Charles SM: St. Mary's RE: Regional

Codes: C Capital P Program IE Interpretive/Educational RA Recreation/Attraction MO Marketing/Outreach CE Community/Econ Dev.

L Linkages RP Resource Protection

*Costs have not yet been distributed by funding source

| Item # | Code | Project Description | Cost (est.) | *Potential Funding Sources | Total Project Cost | 1-2 Yr Short Term | 3-5 Yr Mid Term | 5 Yr+ Long Term |
|----------------------------------|------|--|-------------|----------------------------|--------------------|-------------------|-----------------|-----------------|
| 1-5 YEAR CAPITAL PROJECTS | | | | | | | | |
| CA-1 | C-IE | Expand Calvert Marine Museum woodworking building | \$750,000 | State | \$750,000 | | | |
| | | | | Private | | | | |
| CA-2 | C-IE | Refurbish "Dolores" passenger car at Chesapeake Railway Museum | \$15,000 | Private | \$15,000 | | | |
| CA-3 | C-IE | Expand Native American hamlet at Jefferson Patterson Park and Museum | \$35,000 | Local | \$35,000 | | | |
| | | | | State | | | | |
| | | | | Private | | | | |
| CA-4 | C-IE | Create corn maze at Jefferson Patterson Park and Museum | \$25,000 | Local | \$25,000 | | | |
| | | | | State | | | | |
| | | | | Private | | | | |
| CH-1 | C-RA | Construct boat launching facility at Mallows Bay | \$100,000 | State Wtrwy Fnds | \$100,000 | | | |
| CH-2 | C-IE | Construct Nature Center and hiking trails at Friendship Farm Park, including observation decks, | \$50,000 | Federal | \$50,000 | | | |
| | &RA | interpretive panels and trail map panels, and launch points for paddling trails | | State | | | | |
| | | | | Local | | | | |
| SM-1 | C-IE | Move Potomac River Museum exhibits to Piney Point Museum, expand museum facilities at Piney Point | \$600,000 | County | \$600,000 | | | |
| SM-2 | C-IE | Construct brick paths and landscaping at St. Mary's Seminary | \$150,000 | Private | \$150,000 | | | |
| SM-3 | C-RA | Construct canoe/kayak launch facility at Piney Point Museum | \$50,000 | State | \$50,000 | | | |
| | | | | Local | | | | |
| SM-4 | C-RA | Construct canoe/kayak launch facility at Port of Leonardtown on MacIntosh Run | \$100,000 | State | \$100,000 | | | |
| | | | | Local | | | | |
| SM-5 | C-RA | Construct trails with self-guiding signage and interpretation at Port of Leonardtown that follow MacIntosh Run and connect to Breton Bay | \$50,000 | State | \$50,000 | | | |
| | | | | Local | | | | |
| SM-6 | C-RA | Construct landscaping and pedestrian paths at Tudor Hall/Old Jail in Leonardtown | \$50,000 | State | \$50,000 | | | |

| Item # | Code | Project Description | Cost (est.) | *Potential Funding Sources | Total Project Cost | 1-2 Yr Short Term | 3-5 Yr Mid Term | 5 Yr+ Long Term |
|--------|------|--|-------------|----------------------------|--------------------|-------------------|-----------------|-----------------|
| | | | | Local | | | | |
| SM-7 | C-MO | Construct visitor facilities and amenities at Sotterley Plantation, including barn refurbishment | \$1,000,000 | State | \$1,000,000 | | | |
| | | addition of restrooms, parking lot, and festival field improvements | | Local | | | | |
| SM-8 | C-MO | Construct visitor comfort facilities at Piney Point Potomac River Museum, including restrooms | \$100,000 | State | \$100,000 | | | |
| | | visitor information display areas and vending machine areas | | | | | | |
| CA-5 | C-IE | Construct Bayside History and NatureCenter including wetlands boardwalk and restoration | \$1,500,000 | Federal | \$1,500,000 | | | |
| | | at northern end of North Beach | | State | | | | |
| | | | | Local | | | | |
| | | | | Private | | | | |
| CA-6 | C-IE | Restore and construct exhibit signage for Old Wallville School | \$50,000 | State | \$50,000 | | | |
| | | | | Local | | | | |
| | | | | Private | | | | |
| CA-7 | C-IE | Construct outdoor exhibits/kiosks and horseback riding trails at Flag Ponds Nature Park | \$100,000 | State | \$100,000 | | | |
| | | | | Local | | | | |
| | | | | Private | | | | |
| CA-8 | C-RA | Construct new visitor's center and art gallery, restore waterfront house, and acquire new | \$3,000,000 | Federal | \$3,000,000 | | | |
| | | statuary for Annmarie Garden | | Local | | | | |
| | | | | Private | | | | |
| CA-9 | C-RA | Construct a Fishing Creek trail system, including two bridge crossings and observation decks | \$1,500,000 | Federal | \$1,500,000 | | | |
| | | | | State | | | | |
| | | | | Local | | | | |
| CA-10 | C-RA | Construct permanent ADA accessible canoe/kayak launch sites at Calvert Marine Museum, | \$200,000 | State | \$200,000 | | | |
| | | Flag Ponds Nature Park, Jefferson Patterson Park and Museum, and Kings Landing Park | | Local | | | | |
| | | | | Federal | | | | |
| CH-3 | C-IE | Construct Farm Museum exhibits at Friendship Farm Park | \$15,000 | State | \$15,000 | | | |
| | | | | Federal | | | | |
| CH-4 | C-IE | Construct outdoor exhibits and ghost structures at Port Tobacco Courthouse and town square | \$25,000 | State | \$25,000 | | | |
| | | | | Local | | | | |
| CH-5 | C-IE | Construct boardwalk and interpretive panels at Mallows Bay (sunken ships) | \$200,000 | Federal | \$200,000 | | | |
| | | | | State | | | | |
| CH-6 | C-RE | Construct gazebo at Chapel Point State Park for concerts and events | \$100,000 | Federal | \$100,000 | | | |

| Item # | Code | Project Description | Cost (est.) | *Potential Funding Sources | Total Project Cost | 1-2 Yr Short Term | 3-5 Yr Mid Term | 5 Yr+ Long Term |
|--------|------|---|-------------|----------------------------|--------------------|-------------------|-----------------|-----------------|
| | | | | State | | | | |
| | | | | Local | | | | |
| CH-7 | C-IE | Reconstruct Pope's Creek Lighthouse as Visitor's Center with exhibits on original structure | \$250,000 | Federal | \$250,000 | | | |
| | | | | State | | | | |
| | | | | Local | | | | |
| CH-8 | C-MO | Acquire vessel(s) for water taxi/shuttle system to transport boaters to key sites | \$200,000 | Federal | \$200,000 | | | |
| | | | | State | | | | |
| | | | | Private | | | | |
| CH-9 | C-IE | Construct outdoor exhibits at Friendship Farm Park that interpret Native American presence there | \$12,000 | State | \$12,000 | | | |
| CH-10 | C-RP | Secure and protect shoreline at Purse State Park | \$300,000 | Federal | \$300,000 | | | |
| | | | | State | | | | |
| CH-11 | C-RA | Develop Indian Head rail trail to White Plains with signage and interpretive panels (PHASE I) | \$1,000,000 | Federal | \$1,000,000 | | | |
| | | | | State | | | | |
| | | | | Local | | | | |
| CH-12 | C-IE | Install eagle cam at Bald Eagle nesting site at Friendship Farm Park | \$10,000 | State | \$10,000 | | | |
| CH-13 | C-RA | Construct extensive trail system at Maxwell Hall with interpretation and trail links to Benedict | \$200,000 | Federal | \$200,000 | | | |
| | | | | State | | | | |
| | | | | Local | | | | |
| CH-14 | C-RA | Construct Civil War hiking trail in Popes Creek RR corridor (3 miles) | \$250,000 | Federal | \$250,000 | | | |
| | | | | State | | | | |
| CH-15 | C-CE | Construct Potomac River Promenade and River Walk at Indian Head waterfront | \$200,000 | Federal | \$200,000 | | | |
| | | | | State | | | | |
| | | | | Local | | | | |
| SM-9 | C-IE | Complete construction of new Navy Museum facilities at PAXNAS | \$3,000,000 | Federal | \$3,000,000 | | | |
| | | | | State | | | | |
| | | | | Private | | | | |
| SM-10 | C-RA | Construct Myrtle Point Park visitor and nature center, amphitheater, canoe/kayak launch facilities and trails | \$3,000,000 | Federal | \$3,000,000 | | | |
| | | | | State | | | | |
| SM-11 | C-RA | Construct trails linking Sotterley Plantation to Greenwell State Park | \$75,000 | Federal | \$75,000 | | | |
| | | | | State | | | | |
| SM-12 | C-RA | Construct recreational trail system building on existing R.O.W. from Mechanicsville to | \$2,000,000 | Federal | \$2,000,000 | | | |

| Item # | Code | Project Description | Cost (est.) | *Potential Funding Sources | Total Project Cost | 1-2 Yr Short Term | 3-5 Yr Mid Term | 5 Yr+ Long Term |
|---|------|--|-------------|----------------------------|--------------------|-------------------|-----------------|-----------------|
| | | Lexington Park | | State | | | | |
| | | | | Local | | | | |
| SM-13 | C-CE | Renovate and rehab "White House" for retail use | \$200,000 | Private | \$200,000 | | | |
| SM-14 | C-CE | Construct Port of Leonardtown plaza area with stage and other facilities, construct Floating Theater at Leonardtown public wharf, renovate historic Leonardtown theater as dinner theater | \$3,000,000 | State | \$3,000,000 | | | |
| | | | | Local | | | | |
| SM-15 | C-IE | Construct improvements at Chesapeake Bay Lab Sea Fruit Company facilities, including new building for museum and new parking facilities | \$250,000 | State | \$250,000 | | | |
| | | | | Local | | | | |
| SM-16 | C-IE | Reconstruct Blackistone Lighthouse on St. Clement Island | \$1,000,000 | State | \$1,000,000 | | | |
| | | | | Local | | | | |
| | | | | Private | | | | |
| SM-17 | C-IE | Construct new buildings and exhibits at Point Lookout to interpret Civil War history, construct improvements to Point Lookout Lighthouse | \$800,000 | State | \$800,000 | | | |
| | | | | Private | | | | |
| RE-1 | C-IE | Construct new exhibits and improved interpretation at Southern Maryland Lighthouses | \$1,200,000 | Federal | \$1,200,000 | | | |
| | | | | State | | | | |
| | | | | Local | | | | |
| RE-2 | C-L | Construct unified system of outdoor exhibits and interpretive panels at historic church sites | \$15,000 | Federal | \$15,000 | | | |
| | | | | State | | | | |
| | | | | Local | | | | |
| RE-3 | C-MO | Construct camping facilities (cabins, tent platforms and restroom/shower facilities) at locations around SMHA (Jefferson Patterson Park, Kings Landing Park, Calvert Marine Museum, Flag Ponds Nature Park, Calvert Cliffs State Park, Friendship Farm Park, and Maxwell Hall) | \$700,000 | Federal | \$700,000 | | | |
| | | | | State | | | | |
| | | | | Local | | | | |
| 1-5 YEAR CAPITAL PROJECTS TOTAL | | | | | \$27,427,000.00 | | | |
| 1-5 YEAR PROGRAM ACTIVITIES PROJECTS | | | | | | | | |
| CA-11 | P-MO | Create and install street banners in Solomons to market seasonal activities and events | \$3,000 | State | \$3,000 | | | |
| | | | | Local | | | | |
| CA-12 | P-IE | Expand Calvert Marine Museum educational programs to coincide with facility expansion | \$50,000 | State | \$50,000 | | | |
| | | | | Local | | | | |
| CA-13 | P-IE | Develop new exhibits and interpretive displays at Calvert Marine Museum to coincide with facility expansion | \$200,000 | Federal | \$200,000 | | | |
| | | | | State | | | | |
| | | | | Local | | | | |
| CH-16 | P-L | Develop brochure for self-guided "Escape of an Assassin" driving tour from Mudd House to | \$10,000 | State | \$10,000 | | | |

| Item # | Code | Project Description | Cost (est.) | *Potential Funding Sources | Total Project Cost | 1-2 Yr Short Term | 3-5 Yr Mid Term | 5 Yr+ Long Term |
|--------|------|---|-------------|----------------------------|--------------------|-------------------|-----------------|-----------------|
| | | Pope's Creek utilizing existing highway markers and creating additional markers as needed | | Local | | | | |
| RE-4 | P-MO | Develop new regional brochures that highlight SMHA themes | \$50,000 | State | \$50,000 | | | |
| | | | | Local | | | | |
| RE-5 | P-MO | Install brochure racks at SMHA attractions | \$5,000 | State | \$5,000 | | | |
| | | | | Local | | | | |
| RE-6 | P-MO | Develop and promote SMHA tour package programs for target markets | \$30,000 | State | \$20,000 | | | |
| | | | | Local | | | | |
| | | | | Private | | | | |
| RE-7 | P-MO | Develop and implement "In Your Own Backyard" awareness/education program | \$10,000 | State | \$10,000 | | | |
| | | | | Local | | | | |
| SM-18 | P-IE | Develop St. Mary's County African-American story and interpret via new and existing sites | \$75,000 | State | \$75,000 | | | |
| | | | | Private | | | | |
| SM-19 | P-IE | Work with Amish community in St. Mary's and Charles Counties to develop methods to interpret their lifestyle and history in Southern Maryland | \$20,000 | Local | \$20,000 | | | |
| | | | | Private | | | | |
| SM-20 | P-L | Develop driving and bicycling tour with interpretation of St. George's Island | \$50,000 | State | \$50,000 | | | |
| SM-21 | P-MO | Create a Southern Maryland wine festival at Sotterley Plantation | \$20,000 | Local | \$20,000 | | | |
| SM-22 | P-IE | Expand and improve interpretive program at Navy Museum at PAXNAS (pending facility impvs) | \$1,000,000 | State | \$1,000,000 | | | |
| | | | | Local | | | | |
| | | | | Private | | | | |
| SM-23 | P-IE | Improve interpretive programs and exhibits at Point Lookout State Park | \$200,000 | State | \$200,000 | | | |
| | | | | Local | | | | |
| SM-24 | P-MO | Create Festival of Tall Ships at Historic St. Mary's City | \$20,000 | Private | \$20,000 | | | |
| SM-25 | P-MO | Expand "Summer in the City" event series at Historic St. Mary's City/St. Mary's College | \$60,000 | Private | \$60,000 | | | |
| RE-8 | P-MO | Develop the "fly-in" market for the expanding regional airport | \$30,000 | State | \$30,000 | | | |
| | | | | Local | | | | |
| | | | | Private | | | | |
| RE-9 | P-MO | Advertise large events through media sources located in Mid-Atlantic region | \$15,000 | State | \$15,000 | | | |
| | | | | Local | | | | |
| RE-10 | P-L | Develop "Tobacco Sites of Southern Maryland" self-guided tour brochure | \$15,000 | State | \$15,000 | | | |
| | | | | Local | | | | |
| RE-11 | P-L | Develop outdoor exhibits/construct interpretive panels for selected sites of tobacco barns, mills corn cribs, granaries, farmsteads and other regional agricultural heritage structures | \$30,000 | Federal | \$30,000 | | | |
| | | | | State | | | | |

SMHA Heritage Tourism Management Plan
Section 14: Five-Year Capital Projects/Program Activities
Budget and Schedule

| Item # | Code | Project Description | Cost (est.) | *Potential Funding Sources | Total Project Cost | 1-2 Yr Short Term | 3-5 Yr Mid Term | 5 Yr+ Long Term |
|--|------|---|-------------|----------------------------|------------------------|-------------------|-----------------|-----------------|
| | | | | Local | | | | |
| RE-12 | P-MO | Host a "Time and Tide" cookoff for Southern Maryland restaurants | \$5,000 | Private | \$5,000 | | | |
| RE-13 | P-MO | Develop and distribute SMHA Group Tour Manual | \$20,000 | State | \$20,000 | | | |
| | | | | Local | | | | |
| RE-14 | P-IE | Improve interpretation of historic religious structures in the SMHA with development of exterior interpretive panels and outdoor exhibits | \$20,000 | State | \$20,000 | | | |
| | | | | Local | | | | |
| RE-15 | P-CE | Host Heritage Area Business to Business seminars and workshops on forms of assistance available to businesses located within the CHA and TIZs | \$10,000 | Local | \$10,000 | | | |
| | | | | | | | | |
| 1-5 YEAR PROGRAM ACTIVITIES TOTAL | | | | | \$1,938,000.00 | | | |
| 1-5 YEAR CAPITAL PROJECTS AND PROGRAM ACTIVITIES TOTAL | | | | | \$29,365,000.00 | | | |
| LONG-TERM CAPITAL PROJECTS AND PROGRAM ACTIVITIES (5 YEARS +) | | | | | | | | |
| CA-14 | C-IE | Design and build a collection storage prep lab at Calvert Marine Museum with public access | \$500,000 | Federal | \$500,000 | | | |
| | | | | State | | | | |
| | | | | Local | | | | |
| | | | | Private | | | | |
| CA-15 | C-IE | Design and build an Amphibious Landing Base Museum and Exhibit Center at Calvert Marina | \$3,000,000 | Federal | \$3,000,000 | | | |
| | | | | State | | | | |
| | | | | Local | | | | |
| | | | | Private | | | | |
| CH-17 | C-IE | Construct Steamboat Wharf and Transportation Museum at Indian Head | \$2,000,000 | Federal | \$2,000,000 | | | |
| | | | | State | | | | |
| | | | | Local | | | | |
| CH-18 | C-RA | Develop trails system at Port Tobacco to Thomas Stone and Chapel Point parks | \$100,000 | Federal | \$100,000 | | | |
| | | | | State | | | | |
| | | | | Local | | | | |
| CH-19 | P-IE | Develop program to interpret African-American history in Charles County during Civil War | \$35,000 | Federal | \$35,000 | | | |
| | | | | State | | | | |
| | | | | Local | | | | |
| CH-20 | C-CE | Construct or rehabilitate an existing structure for 15-40 room Victorian country inn in downtown Indian Head | \$1,500,000 | Private | \$1,500,000 | | | |

**SMHA Heritage Tourism Management Plan
Section 14: Five-Year Capital Projects/Program Activities
Budget and Schedule**

| Item # | Code | Project Description | Cost (est.) | *Potential Funding Sources | Total Project Cost | 1-2 Yr Short Term | 3-5 Yr Mid Term | 5 Yr+ Long Term |
|--------|------|--|-------------|----------------------------|------------------------|-------------------|-----------------|-----------------|
| CH-21 | P-CE | Explore feasibility of constructing new Native American Life Museum in Indian Head | | | | | | |
| SM-26 | C-IE | Construct interpretive facilities at Summerseat Sanctuary | | | | | | |
| | | | | | | | | |
| | | LONG-TERM CAPITAL PROJECTS AND PROGRAM ACTIVITIES TOTAL | | | \$7,135,000.00 | | | |
| | | TOTAL ALL CAPITAL PROJECTS AND PROGRAM ACTIVITIES | | | \$36,500,000.00 | | | |

Section 15: Project and Program Implementation Schedule

CA: Calvert County CH: Charles County SM: St. Mary's County RE: Regional

| Number | Capital/ Program | Project Description | Short-Term | | Mid-Term | | | Long-Term |
|--------|---------------------|--|------------|------|----------|------|------|-----------|
| | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | Yr 5+ |
| CA-1 | Capital | Expand Calvert Marine Museum woodworking building | | | | | | |
| CA-2 | Capital | Refurbish "Dolores" passenger car at Chesapeake Railway Museum | | | | | | |
| CA-3 | Capital | Expand Native American hamlet at Jefferson Patterson Park and Museum | | | | | | |
| CA-4 | Capital | Create corn maze at Jefferson Patterson Park and Museum | | | | | | |
| CH-1 | Capital | Construct boat launching facility at Mallows Bay | | | | | | |
| CH-2 | Capital | Construct hiking trails and launch points for paddling trails at Friendship Farm Park, including interpretive panels and trail map panels | | | | | | |
| SM-1 | Capital | Move Potomac River Museum exhibits to Piney Point Museum, expand museum facilities at Piney Point | | | | | | |
| SM-2 | Capital | Construct brick paths and landscaping at St. Mary's Seminary | | | | | | |
| SM-3 | Capital | Construct canoe/kayak launch facility at Piney Point Museum | | | | | | |
| SM-4 | Capital | Construct canoe/kayak launch facility at Port of Leonardtown on MacIntosh Run | | | | | | |
| SM-5 | Capital | Construct trails with self-guiding signage and interpretation at Port of Leonardtown that follow MacIntosh Run and connect to Breton Bay | | | | | | |
| SM-6 | Capital | Construct landscaping and pedestrian paths at Tudor Hall/Old Jail in Leonardtown | | | | | | |
| SM-7 | Capital | Construct visitor facilities and amenities at Sotterley Plantation, including barn refurbishment, addition of bathrooms, parking, and festival field improvements | | | | | | |
| SM-8 | Capital | Construct visitor comfort facilities at Piney Point Potomac River Museum, including restrooms and visitor information display and vending machine areas | | | | | | |
| CA-11 | Program | Create and install street banners in Solomons to market seasonal activities and events | | | | | | |
| CA-12 | Program | Expand Calvert Marine Museum educational programs to coincide with facility expansion | | | | | | |
| CH-12 | Program | Develop brochure for self-guided "Escape of an Assassin" driving tour from Mudd House to Pope's Creek utilizing existing highway markers and creating additional markers as needed | | | | | | |
| RE-3 | Program | Develop and promote SMHA tour package programs for target markets | | | | | | |
| RE-4 | Program | Develop and implement "In Your Own Backyard" awareness/education program | | | | | | |
| RE-5 | Program | Advertise large events through media sources located in Mid-Atlantic region | | | | | | |
| CA-5 | Capital | Construct Bayside History and Nature Center including wetlands boardwalk and restoration | | | | | | |
| CA-6 | Capital | Restore and construct exhibit signage for Old Wallville School | | | | | | |
| CA-7 | Capital | Construct outdoor exhibits/kiosks and horseback riding trails at Flag Ponds Nature Park | | | | | | |
| CA-8 | Capital | Construct new visitor's center and art gallery at Annmarie Garden, restore waterfront house, and acquire new statuary. | | | | | | |
| CA-9 | Capital | Construct a Fishing Creek trail system, including two bridge crossings and observation decks | | | | | | |
| CA10 | Capital | Construct permanent ADA accessible canoe/kayak launch sites at Calvert Marine Museum, Flag Ponds Nature Park, Jefferson Patterson Park and Museum, and Kings Landing Park | | | | | | |
| CH-4 | Capital | Construct Farm Museum exhibits at Friendship Farm Park | | | | | | |
| CH-5 | Capital | Construct outdoor exhibits and ghost structures at Port Tobacco Courthouse and town square | | | | | | |

| Number | Capital/ Program | Project Description | Short-Term | | Mid-Term | | | Long-Term |
|--------|---------------------|--|------------|------|----------|------|------|-----------|
| | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | Yr 5+ |
| CH-6 | Capital | Construct boardwalk and interpretive panels at Mallows Bay (sunken ships) | | | | | | |
| CH-7 | Capital | Construct gazebo at Chapel Point State Park for concerts and events | | | | | | |
| CH-8 | Capital | Reconstruct Pope's Creek Lighthouse as Visitor's Center with exhibits on original structure | | | | | | |
| CH-9 | Capital | Acquire vessel(s) for water taxi/shuttle system to transport boaters to key sites | | | | | | |
| CH-10 | Capital | Construct outdoor exhibits at Friendship Farm Park that interpret Native American presence there | | | | | | |
| CH-11 | Capital | Secure and protect shoreline at Purse State Park | | | | | | |
| SM-9 | Capital | Complete construction of new Navy Museum facilities at PAXNAS | | | | | | |
| SM-10 | Capital | Construct Myrtle Point Park visitor and nature center, amphitheater, canoe/kayak launch facilities and trails | | | | | | |
| SM-11 | Capital | Construct trails linking Sotterley Plantation to Greenwell State Park | | | | | | |
| SM-12 | Capital | Construct recreational trail system building on existing R.O.W. from Mechanicsville to Lexington Park | | | | | | |
| SM-13 | Capital | Renovate and rehab "White House" for retail use | | | | | | |
| SM-14 | Capital | Construct Port of Leonardtown plaza area with stage and other facilities, construct Floating Theater at Leonardtown public wharf, renovate historic Leonardtown theater as dinner theater | | | | | | |
| SM-15 | Capital | Construct improvements at Chesapeake Bay Lab Sea Fruit Company facilities, including new building for museum and new parking facilities | | | | | | |
| SM-16 | Capital | Reconstruct Blackistone Lighthouse on St. Clement Island | | | | | | |
| SM-17 | Capital | Construct new buildings and exhibits at Point Lookout to interpret Civil War history, make improvements to Point Lookout Lighthouse | | | | | | |
| RE-1 | Capital | Construct new exhibits at Southern Maryland Lighthouses | | | | | | |
| RE-2 | Capital | Construct unified system of outdoor exhibits and interpretive panels at historic church sites | | | | | | |
| RE-10 | Capital | Construct camping facilities (cabins, tent platforms and restroom/shower facilities) at locations around SMHA (Jefferson Patterson Park, Kings Landing Park, Calvert Marine Museum, Flag Ponds Nature Park, Calvert Cliffs State Park, Friendship Farm Park, and Maxwell Hall) | | | | | | |
| SM-18 | Program | Develop St. Mary's County African-American story and interpret via new and existing sites | | | | | | |
| SM-19 | Program | Work with Amish community in St. Mary's and Charles Counties to develop methods to interpret their lifestyle and history in Southern Maryland | | | | | | |
| SM-20 | Program | Develop driving and bicycling tour with interpretation of St. George's Island | | | | | | |
| SM-21 | Program | Create a Southern Maryland wine festival at Sotterley Plantation | | | | | | |
| SM-22 | Program | Expand and improve interpretive program at Navy Museum at PAXNAS (pending facility impvs) | | | | | | |
| SM-23 | Program | Improve interpretive programs and exhibits at Point Lookout State Park | | | | | | |
| SM-24 | Program | Create Festival of Tall Ships at Historic St. Mary's City | | | | | | |
| SM-25 | Program | Expand "Summer in the City" event series at Historic St. Mary's City/St. Mary's College | | | | | | |
| RE-6 | Program | Develop "Tobacco Sites of Southern Maryland" self-guided tour brochure | | | | | | |
| RE-7 | Program | Develop outdoor exhibits/construct interpretive panels for selected sites of tobacco barns, mills, corn cribs, granaries, farmsteads and other regional agricultural heritage structures | | | | | | |
| RE-8 | Program | Host a "Time and Tide" cookoff for Southern Maryland Restaurants | | | | | | |
| RE-9 | Program | Develop SMHA Group Tour Manual | | | | | | |
| CA-14 | Capital | Design and build a collection storage prep lab at Calvert Marine Museum with public access | | | | | | |
| CA-15 | Capital | Design and build an Amphibious Landing Base Museum and Exhibit Center at Calvert Marina | | | | | | |
| CH-17 | Capital | Construct Steamboat Wharf and Transportation Museum at Indian Head | | | | | | |
| CH-18 | Capital | Develop trails system at Port Tobacco to Thomas Stone and Chapel Point parks | | | | | | |
| CH-19 | Program | Develop program to interpret African-American history in Charles County during Civil War | | | | | | |

| Number | Capital/ Program | Project Description | Short-Term | | Mid-Term | | | Long-Term |
|--------|---------------------|---|------------|------|----------|------|------|-----------|
| | | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | Yr 5+ |
| CH-20 | Capital | Construct or rehabilitate an existing structure for 15-40 room Victorian country inn at Indian Head | | | | | | |
| CH-21 | Program | Explore feasibility of constructing new Native American Life Museum in Indian Head | | | | | | |
| SM-26 | Capital | Construct interpretive facilities at Summerseat Sanctuary | | | | | | |

Section 16: Five-Year Schedule of Tourism Marketing Projects and Marketing Outreach Programs

Resident Market

Objective: Increase local awareness of the opportunities and resources available to communities and organizations within SMHA by developing a “Public Information Program” that will inform and enlist support of the residents and local institutions. The “Public Information Program” should include the following actions in order of implementation:

YEAR ONE

- Create Local Outreach Mailing List for Each County: Create SMHA Mailing List of schools, school organizations, and libraries, local government agencies, county agencies, state government agencies, local, county and state representatives, historical societies, community/civic organizations, art organizations, museums, lodging and food services, and other visitor attractions open to the public. Other public and private SMHA stakeholders that will be added to the mailing list include local media sources (especially newspapers), local radio and cable stations.
- Publish SMHA Newsletter: Publish SMHA newsletter on a regular quarterly schedule and distribute it to SMHA local outreach mailing list. The newsletter will include an information section on SMHA actions and programs, a calendar of events, and articles by and about SMHA partner institutions and organizations.
- Develop SMHA Fact-Sheet: Develop SMHA Fact-Sheet that includes a brief history of SMHA; relevant excerpts of SMHA vision; maps of SMHA; an explanation of management of SMHA and its resources; and phone numbers where one can call for more information. The fact sheet will serve as a one-piece press kit until a package press kit is developed, and will accompany press releases and other materials distributed to media and tourism industry sources.
- Regular Reviews: Organize an annual SMHA Review Meeting. The annual review will include an Executive Director's "State of the Southern Maryland Heritage Area" address that presents information about the year's accomplishments, proposed events, and future actions. The Board also will conduct an annual SMHA Resident Benefits Survey to determine community perceptions of the benefits and drawbacks of living within the SMHA. The annual review will include the publication of an annual SMHA Progress Report, which could be made available to the public and/or published in local newspapers.

- Use Existing Local Print and Broadcast Media to Inform Residents: Provide media sources in each county with information and photos for use in publishing articles relating to projects and events in the SMHA. SMHA Press Releases and Press Kits could be issued at key milestones in the development of the SMHA.

Short public service announcements (PSAs) can be developed to inform residents of SMHA highlights and landmark events. Most local radio stations have allotted budgets for community PSAs and are willing to donate limited studio time for recording a 15 or 30 second spot to use on the air. In addition, regional television and radio stations should be contacted for development of opportunities to showcase the SMHA “live and in person”. For example, the SMHA could offer the grounds of an historic site or museum for a morning or evening local news broadcast.

- Utilize Existing Special Events: Participate in community events to raise the profile of the SMHA. Currently, there are a number of events and festivals in the region that could be used as a platform for the SMHA’s marketing efforts and help to promote a regional image. The SMHA should participate in these events, which offer outreach opportunities and which may eventually provide an outlet to sell SMHA products. The SMHA Newsletter, Mailing List, and Calendar could be used in turn to help promote community events and festivals.
- Offer a Resident Discount Admission Rate to SMHA Museums and Attractions: Implement and advertise a special resident discount program that offers reduced admission rates to SMHA museums and interpretive facilities for residents of Calvert, Charles and St. Mary’s counties.
- Establish SMHA Volunteer Network: Form a subsidiary group, such as “Friends of the SMHA,” to act as a network of volunteers who can assist with regional SMHA sponsored events and festivals, distributing the newsletter and other mass mailings, and staffing outreach projects. Significant donations of time and effort should be recognized and rewarded on some level, on an annual basis, perhaps at the annual SMHA meeting.

YEAR TWO

- Create a Traveling Display: Create an SMHA Traveling Display that incorporates a Discovery Box and SMHA Visual Presentation with large photo panels of the region. The display can be used in conjunction with the SMHA Discovery Box and Learner’s Guide for detailed presentations or it can be used on its own as a visually informative exhibit. The display can also be used to inform an audience about the SMHA and to encourage them to become advocates and/or volunteers by promoting its vision and attractions. It can be used by SMHA staff or by members of the SMHA Board of Directors for presentations about the SMHA; as a static display in local public buildings such as shopping malls, county buildings, or centrally located public areas; and at local festivals

or events that feature displays or booths that highlight community organizations.

- Establish a Uniform Visitor Tracking System: Develop and implement a system of tracking visitor origin and demographics that can be utilized by even the smallest interpretive or commercial facilities. SMHA volunteers can be tapped to assist in collecting and analyzing data:
 - Person-to-person surveys conducted on site.
 - Point of purchase zip code information, i.e., getting zip code information from ticket buyers or shoppers at point of purchase.
 - Input data in software programs that disseminate visitor demographic information, eg. Zipdata, etc., for more in-depth market analysis.

YEAR THREE

- Develop a Heritage Area Award Program: Implement an SMHA System of Awards, which recognize exceptional preservation and conservation projects and partnership efforts within SMHA. The awards could be a yearly event and include the presentation of a commemorative plaque or artistic rendering of an aspect of SMHA. The award system will promote the identity and awareness of SMHA in the region and recognize individual contributions. Consider partnering this effort with regional or national preservation and/or conservation organizations, such as the Sierra Club, Izaak Walton League, and the Audubon Society.
- Develop an SMHA Workshop/Training Program for Local Tourism-related Businesses: Develop an SMHA Workshop/Training Program to inform owners and employees of local tourism support businesses about the heritage area. As partners in SMHA development effort, this will heighten their awareness concerning past, present, and future SMHA actions. Invitations to the workshop can be mailed to all relevant businesses in SMHA and immediate vicinity. Workshops can be coordinated with local Chambers of Commerce and business associations and scheduled so as to not interfere with regular business hours.
- Develop a Training Program for Front Line SMHA Volunteers and Docents: Develop an SMHA Training Program for Volunteers and Docents who will work at museums and other interpretive facilities within the SMHA. This can be coordinated between SMHA and the Southern Maryland Museum Association to insure that the information provided is accurate and consistent with the SMHA Interpretive Framework as well as accepted museum standards of interpretation. Existing materials currently used for training at museums and interpretive facilities can be integrated to develop an SMHA Resource and Learning Guide or a Docent and Volunteer Manual.

YEAR FOUR

- Publish a Quarterly Calendar of Events and Programs (Year 4): The SMHA Calendar of

Events and Programs will be integrated into the newsletter and distributed to the local outreach mailing list quarterly. Calendars will be distributed to media sources will be accompanied by the SMHA Fact Sheet. This action entails gathering information on events and programs sponsored by SMHA partners including dates, topics, and locations of events and programs.

Non-Resident Market

Objective: Increase non-resident market awareness by developing a “Regional and Out-of-State Promotion and Marketing Program” for the SMHA (in coordination with existing tourism and business development entities). Market the entire region as a "product" with high visibility and impact. Recommended actions include the following:

YEAR ONE

- Establish a Regional Identity: By establishing a regional identity for the SMHA, it will be promoted as a single entity. This includes trademarking the SMHA logo for the region. The logo should be used consistently with any events and products associated with the SMHA, including signage, brochures, products, marketing pieces, and advertising.
- Develop SMHA Web-Site for E-Tourism (Years 1 - 5): By utilizing technology such as the Internet, the SMHA can be promoted and marketed more effectively to a global audience. The SMHA Website currently in place is providing information on the development of the Heritage Area via links to newsletters and county tourism websites. Further development of the existing website can include in-depth information and maps of attractions and resources in the region. The web-site can also provide background information on the creation of the SMHA, link users to other Southern Maryland websites, and provide directions to the region. It should be updated quarterly and include a special feature section, such as a video or photo tour of the SMHA. The web-site could include survey forms that will assist the SMHA to learn about interested and potential visitors. It will provide e-commerce features, such as a virtual store that users can enter to order SMHA products as well as products from partner museums and other interpretive facilities. The SMHA Web-Site will be linked to county, state, and tourism web-sites via a hot button.

YEAR TWO

- Expand the Regional Outreach Mailing List: Develop a regional outreach mailing list that includes regional media sources and tourism and visitor services facilities. An initial mailing can include the SMHA fact sheet; press kits and press releases should be sent as they are developed.
- Regional Distribution of the SMHA Newsletter: The distribution of the SMHA

Newsletter can be expanded by mailing to organizations outside the SMHA boundary. These mailings can include other Maryland heritage areas, out-of-state heritage areas, such as those in Pennsylvania, as well as other regional and out-of-state cultural, heritage, and tourism agencies.

- Develop a Press Kit and Implement a Press Release Schedule: Press releases should be distributed to both the regional and local outreach mailing lists for any significant SMHA event. A start-up SMHA Press Kit could include a pocket folder with an SMHA logo label on the front. The press kit should include contact information, SMHA brochures as they are developed (until brochures are developed, use existing SMHA museum/attractions brochures), an SMHA Fact-Sheet, and press releases detailing latest developments. The SMHA Press Kit can be revised annually or as significant developments occur.
- Publish an SMHA Brochure (Year 2 and Year 5): Publish an SMHA Foldout Brochure and other guides for distribution in and outside the SMHA region. The brochure can describe the resources of the SMHA and include an overview of the heritage area, a brief description of its history and themes, a map of the region that includes locations of key resources, visitor information centers, visitor support businesses, public transportation facilities, towns, villages, and trails.
- Become a Member of Peer Organizations: The SMHA should establish and continually position its regional visibility by becoming an active member of the state's heritage program. By participating in events and programs related to the *Maryland Heritage and Tourism Areas Program*, this will position the SMHA's identity in the context of other Maryland Certified Heritage Areas.
- Create Host Groups: The SMHA should develop a host network that partners hotels and B&B's in the SMHA. A host network can provide mutual support among participants by combining resources to develop advertising and promotional campaigns which can offer coordinated discounts during off-peak seasons to attract more visitors.
- Develop a Public-Private Marketing Program: The SMHA should develop a public/private partnership marketing program involving local, county, and state agencies, organizations, and entities. Partnerships will assist tourism-related businesses and attractions, assess their needs, and share costs. Services could include communications marketing for individual or group attractions, marketing and visitor demographic research, training, financing, business planning, and joint publications.

YEAR THREE

- Conduct Familiarization Tours: The SMHA should contact the Maryland Office of Tourism Development about FAM (Familiarization) Tours, travel writers (freelance,

newspaper and magazine), and tour group planners. These tours offer an excellent opportunity for direct contact with the people who will write about the SMHA as a destination for regional, national, and international visitors.

- Implement Packaged Tours and Passport Ticketing Programs: The SMHA should implement an SMHA Packaged Tour and Passport Ticketing Program that will link heritage/visitor services and resources within the heritage area. Initially, packaged tours can be developed for specific target markets, such as seniors, school groups or bus tours. Future expansion of a packaged tour program can include specific interests, such as biking/eco-touring packages, shopping excursion packages, history packages, and family packages. Packaged tour programs can include discounted access to historic and interpretive sites and museums (via the SMHA Passport Ticket), parks, recreation facilities, hotels and B&B facilities (for overnight packages), eating and drinking establishments, and water/land shuttle services. A passport ticketing program can be developed collaboratively with SMHA museums and interpretive facilities to include discounted access to multiple historic and interpretive sites and museums in an all-inclusive admissions ticket. Because many of the museums and historic sites in the SMHA are not open daily nor adequately staffed for daily operations, the SMHA should implement a shared docent or volunteer program that ensures these smaller facilities have adequate staffing to accommodate daily or weekend visitor access to all facilities.

YEAR FOUR

- Implement Group and Bus Tour Marketing and Programs: The SMHA should implement a marketing program that specifically targets bus and group tour operators, including tour packages tailored to suit the needs of tour operators and their customers. Bus associations and group tour companies enjoy a booming business on the East Coast, particularly in the SMHA regional market area. Seniors and retirees make up a significant percentage of their customer base and many of the attractions offered in the SMHA, such as historic sites, museums, and shopping, are attractive to the seniors market. Group tour operators can perform a significant amount of marketing or “leg work” for the SMHA through their own marketing and advertising programs. To attract professional tour operators, the SMHA passport ticket program can include special discounts for groups of 40 (average bus capacity) or more and similar discounts can be packaged for dining and overnight accommodations. Larger towns within the heritage area may have to serve initially as staging areas for motorcoach tours because parking and visitor facilities are concentrated in these areas. Shuttle services may be used to connect outlying areas and attractions.
- Develop an SMHA Signature Event: Develop an annual signature event that showcases one or more of the heritage area themes to draw visitors to the area and to stimulate resident and merchant interest in the heritage area. This can draw on SMHA’s mature volunteer force.

YEAR FIVE

- Market the SMHA in Regional Forums: The SMHA should continually build and expand upon its relationships with local and county Chambers of Commerce and with the Maryland Office of Tourism Development, as well as create partnership opportunities for marketing the SMHA in regional tourism forums. The SMHA Traveling Display can be used on its own or in conjunction with county and state displays as a promotional device to reach regional and out-of-state markets. Forums include regional and state travel and tourism shows (usually sponsored by MD Office of Tourism) and regional and state tour operator shows and conventions (usually sponsored by bus associations, travel associations, and AAA). The display can also be placed in visitor centers on major travel routes located in the heritage area, including US 301, and Routes 5, 2 and 4.
- Improve Interstate Coordination: The SMHA should explore the feasibility of developing or participating in a Maryland-Virginia Heritage Areas Partnership Association to include Maryland and Virginia heritage areas located adjacent to or near the SMHA. The SMHA and other regional heritage areas could establish an information and marketing exchange program complete with seminars and other shared activities.

MARKETING OPERATIONS SCHEDULE

Markets: **R** Resident **NR** Non-Resident

| MARKET | MARKETING PROJECT | YEAR ONE | YEAR TWO | YEAR THREE | YEAR FOUR | YEAR FIVE |
|--------|--|----------|----------|------------|-----------|-----------|
| R | Publish an SMHA Newsletter | | | | | |
| R | Develop an SMHA Fact-Sheet | | | | | |
| R | Create Local Outreach Mailing List for Each County | | | | | |
| R | Quarterly and annual SMHA Reviews | | | | | |
| R | Use Existing Local Print and Broadcast Media to Inform Residents | | | | | |
| R | Utilize Existing Special Events | | | | | |
| R | Establish a Volunteer Network | | | | | |
| NR | Expand the Regional Outreach Mailing List | | | | | |
| NR | Develop a Press Kit and Implement a Press Release Schedule | | | | | |
| NR | Regional Distribution of SMHA Newsletter | | | | | |
| NR | Establish Regional Identity | | | | | |
| NR | Conduct Visitor Surveys | | | | | |
| NR | Form Intra-Regional Partnerships | | | | | |
| NR | Develop SMHA Website as site for E-Tourism | | | | | |
| R | Create a Traveling Display | | | | | |
| R | Establish a Uniform Visitor Tracking System | | | | | |

| MARKET | MARKETING PROJECT | YEAR ONE | YEAR TWO | YEAR THREE | YEAR FOUR | YEAR FIVE |
|--------|--|----------|----------|------------|-----------|-----------|
| NR | Publish SMHA Brochure | | | | | |
| NR | Become a Member of Peer Organizations | | | | | |
| NR | Create Host Groups | | | | | |
| NR | Develop Public/Private Marketing Program | | | | | |
| R | Develop a Heritage Area Award Program | | | | | |
| R | Develop an SMHA Workshop/Training Program for Local Tourism-related Businesses | | | | | |
| R | Develop a Training Program for Frontline SMHA Volunteers and Docents | | | | | |
| NR | Conduct Familiarization Tours | | | | | |
| NR | Implement Packaged Tours and Passport Ticketing Program | | | | | |
| R | Publish a Quarterly Calendar of Events and Programs | | | | | |
| NR | Implement Group and Bus Tour Marketing and Programs | | | | | |
| NR | Develop an SMHA Signature Event | | | | | |
| NR | Market the SMHA in Regional Forums | | | | | |
| NR | Improve Interstate Coordination | | | | | |

Section 18: Funding Opportunities

Many opportunities exist for the Southern Maryland Heritage Area (SMHA) to acquire funding. Opportunities exist on the federal, state, local, and private levels and this section is designed to provide a listing of helpful funding sources available to the Southern Maryland Heritage Area. These funding initiatives are designed to assist the SMHA in seeking future support for its operations.

Federally Funded Programs

At present, a federal funding structure exists for historic preservation initiatives and associated endeavors. As an important step to acquiring additional federal support, the SMHA should pursue “National Heritage Recognition” through a partnership with another regional Heritage Area, such as the Annapolis, London Town, and South County Heritage Area. This will make federal funding more readily available for Heritage Area use, thus allowing it to become a sustained entity. At present, many federal agency funding programs are compatible with the Southern Maryland Heritage Area’s mission. These funding opportunities will require further exploration, research, and management. The programs below supply a brief description of funding opportunities related to historic preservation initiatives:

Federal Rehabilitation Tax Credits: Federal tax credits are very useful in the restoration of historic properties. Displaying the tendencies of adaptive re-use, many of these sites and structures have been restored and then converted for other uses, such as senior housing. The Federal Rehabilitation Tax Credits enable owners of “income-producing certified historic structures” to garner assistance. Property listing on the National Register of Historic Places is considered designated certified status. Properties may also be considered if they are marked as contributing elements within an historic district. Criteria and Benefits include:

- Certified rehabilitation must follow the “Secretary of the Interior’s Standards for Rehabilitation.” (See standards at end of this Section)
- Structures designated for rehabilitation must be certified on the National Register of Historic Places or marked as contributing within an historic district.
- Credit amounts cover 20% of associated rehabilitation costs.
- Applications are available through the Maryland Historical Trust.

National Trust for Historic Preservation: The National Trust administers various loan and grant programs such as the *National Preservation Loan Fund* and the *Preservation Services Fund*. The former provides below-market rate loans to non-profit organizations and government agencies for acquisition and rehabilitation of historic properties (or the creation or expansion of revolving loan funds). The *Preservation Services Fund* provides matching grants to non-profit organizations, universities, and various public agencies for the initiation of preservation projects.

These funds can be used in acquiring professional architectural service support, law and planning, economics, and educational programs, addressing subjects of importance in the world of historic preservation. In addition, the *Johanna Favrot Fund* is also administered by the National Trust, offering grants ranging from \$2,000-\$25,000 to non-profit organizations, government agencies, profit generating businesses, and individual projects that may contribute to preservation initiatives. These funds may be used to acquire professional expertise in various areas, such as architecture, planning, archeology, media relations, and preservation education programs.

Specific Federal Programs: This is a list of specific federal programs applicable to SMHA activities. These programs supply funding and technical assistance to support Southern Maryland Heritage Area objectives. Opportunities offered by these programs will need to be researched and analyzed for compatibility with SMHA initiatives. These programs include:

- **Historic Preservation Fund Grants-In-Aid:** administered by the National Park Service, Department of the Interior.
- **Technical Preservation Services:** administered by the National Park Service, Department of the Interior.
- **National Center for Preservation Technology and Training:** administered by the National Park Service, Department of the Interior.
- **National Historic Landmark:** administered by the National Park Service, Department of the Interior.
- **National Natural Landmarks Program:** administered by the National Park Service, Department of the Interior.
- **Rivers, Trails, and Conservation Assistance:** administered by the National Park Service, Department of the Interior.
- **National Maritime Heritage Grants:** administered by the National Park Service, Department of the Interior.
- **Federal Transit Formula Grants:** administered by the Federal Transit Administration, Department of Transportation.
- **Promotion of the Humanities Federal/State Partnership:** National Endowment for the Humanities, the National Foundation of the Arts and Humanities.
- **Promotion of the Arts Leadership Initiatives:** National Endowment for the Humanities, the National Foundation of the Arts and Humanities.
- **Promotion of the Arts Grants to Organizations and Individuals:** National Endowment for the Humanities, the National Foundation of the Arts and Humanities.
- **Conservation Project Support:** administered by the Office of Museum Services, Institute of Museum Library Services, and the National Foundation of the Arts and Humanities.
- **Institute of Museum and Library Services:** administered by the Office of Museum Services, Institute of Museum Library Services, and the National Foundation of the Arts and Humanities.
- **Museum Assessment Program:** administered by the Office of Museum Services,

Institute of Museum Library Services, and the National Foundation of the Arts and Humanities.

- **Museum Leadership Initiatives:** administered by the Office of Museum Services, Institute of Museum Library Services, and the National Foundation of the Arts and Humanities.
- **Professional Services Program:** administered by the Office of Museum Services, Institute of Museum Library Services, and the National Foundation of the Arts and Humanities.

Other Federal Funding Sources: This is a list of Federal agencies, where funding can be acquired to support Southern Maryland Heritage Area technical assistance efforts, projects, and programs. Funding opportunities offered by these agencies will need to be researched and analyzed for compatibility with SMHA initiatives. These agencies include:

- The National Park Service;
- The United States Army Corps of Engineers;
- The Environmental Protection Agency; and
- The U.S. Fish and Wildlife Service.

State Funded Programs

The state of Maryland offers various programs designed to provide funding for SMHA initiatives, as well as funding assistance for the physical rehabilitation and preservation of historic sites and structures. Most of these programs are administered by the Maryland Historical Trust (MHT) but State agency funding and technical assistance partnerships as a whole will be critical for the Southern Maryland Heritage Area in the initial stages of development. Some state programs that directly benefit the Southern Maryland Heritage Area include:

Maryland Rehabilitation Tax Credits: As part of the Maryland Heritage and Tourism Areas Act of 1996 (House Bill #1), a new tax credit program was created, providing incentives for the rehabilitation of historic buildings. Credits are available to owner-occupied residential properties as well as those that are commercial (e.g., income-producing). Program criteria and benefits are as follows:

Criteria:

- Rehabilitation must conform to the “Secretary of the Interior’s Standards for Rehabilitation.”
- In a 24 month period, rehabilitation expenditures must be substantial (exceeding \$5,000 for owner-occupied residential properties).

Benefits:

- Maryland rehabilitation tax credits equal 20% of the qualified capital costs in the rehabilitation of “certified heritage structures.”

The Heritage Preservation and Tourism Areas Grants: The Heritage Preservation and Tourism Areas Program is administered under the Maryland Heritage Areas Authority (MHAA, a subsidiary of the MHT). The program was designed to develop an approach to revitalization through the combination of heritage tourism and small business development with preservation, cultural conservation, and education initiatives. Financial assistance is provided to Recognized (RHA) and Certified (CHA) Heritage Areas. Once recognized by MHAA as an RHA, matching grants are provided for the development of a management plan. Once an RHA has become a CHA many benefits follow. Among these are the following:

- Matching grants of up to 50% to local jurisdictions or other appropriate entities for planning, design, interpretation, marketing, and programming.
- Broad program support from State government. The Departments of Housing and Community Development, Business and Economic Development, Natural Resources, Higher Education, Transportation and General Services must prepare program statements for all Certified Heritage Areas which detail agency actions that support the Area in planning, development, use, regulation and other assistance. In carrying out activities in Certified Heritage Areas, all State agencies must cooperate and coordinate with the management entity for the Area, and ensure that those activities are consistent with the management plan and will not have an adverse effect on the historical and cultural resources of the area unless there is no prudent and feasible alternative.

In addition to the benefits listed above, once a Target Investment Zone has been Certified it becomes eligible for:

- Matching grants of up to 50% and loans to local jurisdictions or other appropriated entities for property acquisition, development, preservation and restoration. Grants for such capital activities may only be made within five years of the date that Management Plan approval is given by the Authority unless the Authority determines that the project is essential for the success of the area.
- Tax credits, which are applicable to residential and commercial buildings (including non-historic significant structures in active tourism use) and can be used as an income tax or mortgage credit.
- Revenue bond financing, which includes low-interest loans for revenue generating projects, funding for demonstrated CHA needs, and potential source funding for “big ticket” projects.

Maryland Historical Trust (MHT) Grant Fund: The MHT Grant Fund includes three programs; the *Capital Historic Preservation Grant Program*, the *Non-Capital Historic Preservation Program*, and the *Historical and Cultural Museum Assistance Grant Program*. These grant funds are continual and non-lapsing, consisting of funds annually appropriated by the State of Maryland. Grants to fund capital projects include acquisition, restoration, and re-use of historic properties. Non-profits, local jurisdictions, businesses and individuals may apply for

grant funds but only non-profits and local jurisdictions are eligible for non-capital grants. A 50/50 match is required from all local jurisdictions for capital and non-capital projects. The maximum grant awarded is \$40,000 for activities ranging from research and survey work to development of educational programs and planning.

In addition, *Heritage Museum Enhancement Grants*, *Heritage Museum Mini Grants*, and *Heritage Museum Consultant Grants* are administered through the Historical and Cultural Museum Assistance Program.

- Heritage Museum Enhancement Grants range are awarded to community (budgets under \$100,000), regional (budgets from \$100,000 to \$500,000), and statewide (budgets over \$500,000) museums. Grant awards are based on a percentage of a museum's annual operating budget. At this time the percentages are: Community Museums—up to 8%, Regional Museums—up to 5%, Statewide Museums—up to 3%.
- Heritage Museum Mini Grants range from \$500-\$5,000.
- Heritage Museum Consultant Grants provide up to \$525 for technical assistance.
- None of these grants require matching funds.

The Neighborhood Partnership Program: this Department of Housing and Community Development (DHCD) program promotes partnerships between businesses and nonprofit organizations by allocating \$1 million in Maryland tax credits to support projects serving communities in Priority Funding Areas. The Neighborhood Partnership Program (NPP) supports nonprofit projects and community revitalization efforts by awarding allocations of state tax credits to the sponsoring organizations to use as incentives for business contributions. Any business may reduce its Maryland tax liability by contributing cash or goods to support NPP projects. The business earns credits equal to 50 percent of the contribution, in addition to deductions on both State and federal taxes as a result of the charitable contribution.

Historic Preservation Revolving Loan Fund: This MHT fund provides loans to non-profit organizations, local jurisdictions, businesses and individuals. Historic properties listed or eligible for listing on the National Register may acquire funds to rehabilitate or restore. Funds may also be used to initiate short-term studies, surveys, planning, architectural engineering, or other pre-construction evaluations. Low interest loan amounts average from \$100,000-\$300,000, however, recognized receivers must grant a perpetual historic easement to the MHT.

The Easement Program: The Easement Program is administered by the Maryland Department of Housing and Community Development (MDHCD). The purpose of the program is to ensure the perpetual preservation of historically significant properties through easements. In exchange for assistance (tax benefits are available for easement donations), property owners grant the State a perpetual easement for the historic property in question. Everyone benefits from the easement program, the State, County governments, and property owners.

Preservation Maryland Grant and Loan Programs: Preservation Maryland provides grant

funds up to \$5,000 and low-interest loans up to \$50,000 to non-profit organizations involved in preservation activities. Jointly administered by Preservation Maryland and MHT, is the *PM/MHT Special Grant Fund*. This fund is designed to supply up to \$5,000 to entities demonstrating special needs not met by other programs, usually priority designated areas.

Environmental Review of State and Federally Assisted Undertakings: The purpose of this program is to undertake an environmental review of all State/Federal projects (in conjunction with the assisting agency) in order to avoid contrary effects to historically significant properties. Eligible applicants include County governments, municipalities, individuals, and profit/non-profit organizations.

Technical Assistance Services: The State of Maryland provides many technical assistance programs. These programs are designed to assist communities and other organizations in the following areas: community planning, community transportation and environmental planning, historic preservation, and land-use planning. In addition many services are also provided such as computer modeling, topographic/planimetric and property mapping, planning management, as well as socio-economic data and forecasting. Specific technical assistance programs can be explored through the Maryland Office of Planning.

Other State Funding Sources: This is a list of other State agencies, where funding can be acquired to support Southern Maryland Heritage Area technical assistance efforts, projects, and programs. Many State agencies maintain programs that can assist the SMHA fulfil its mission. Funding opportunities offered by these agencies will need to be researched and analyzed for compatibility with SMHA initiatives. These Maryland agencies include:

- Department of Housing and Community Development Division of Historical/Cultural Programs
- Department of Transportation (ISTEA)
- Department of Natural Resources Program Open Space
- Department of Employment and Economic Development
- Maryland Historic Trust
- Maryland Office of Planning
- Neighborhood Business Development Program
- Maryland Office of Tourism Development

Locally Funded Programs

Much like the State of Maryland, local County and Municipal support will be critical for the initial success of the Southern Maryland Heritage Area, and for sustaining the SMHA as well. Financial assistance can be sought at the local level or through organizations dedicated to similar purposes. The following are two examples of local sources of funding, however many more programs exist and will require further exploration and research:

Certified Local Government Sub-Grants: Sub-grant funds are a benefit provided to local governments who are actively participating in the Certified Local Government Program (which is a federal/state/local partnership). Certified status under this program stems from local government enforcement of state or local legislation aimed at the designation and protection of historic properties. In addition, local governments must establish and maintain a qualified historic preservation commission, a system for the survey and inventory of historic properties, provide for public participation in these activities, and other functions delegated by the state historic preservation officer. The CLG Sub-grant is a federally funded program through MHT's annual appropriation from the National Park Service. Funds may be used for a variety of projects, which include historic site research, National Register nomination development, community planning, public education, and archeology. CLG funds are available on a matching 60/40 basis, which requires applicants to cover 40% of the total project cost.

Local Rehabilitation Tax Credits: Local property tax credits are available for the rehabilitation of homes as well as income-producing designated historic buildings in a growing number of jurisdictions. They are typically provided either as an offset of property taxes owed by a percentage of the rehabilitation expenditure (up to ten percent), or an amount equal to the increase in property taxes resulting from the rehabilitation improvements for a period of up to ten years.

The National Center for Preservation Technology and Training: Located in Louisiana at Northwestern State University, the National Center for Preservation Technology provides support in the fields of archeology, historic architecture, historic landscapes, and material conservation and interpretation. Grant funds focus technical issues regarding preservation and conservation, which includes technical training. Federal laboratories, accredited museums, non-profit organizations, State historic preservation offices, and native tribal preservation offices are all eligible for these grants.

Private Foundations

A key element to the sustainability of the Southern Maryland Heritage Area is private foundation funding. Private foundations supply added sources of revenue in addition to federal, state, and local support, helping the SMHA achieve its goals and objectives. Private income sources will mitigate SMHA reliance on federal, state, and local sources, allowing more flexibility in operations and a better chance of survival and success. As a goal, the SMHA should seek to build a network of foundation and corporate funders, which donate on an annual or pre-structured basis. In general, the SMHA will seek foundation funding based on two elements:

- **General Funding** - serving the day to day organizational, operational, and management aspects of the SMHA entity; and
- **Project Funding** - serving specific projects or other programs administered or assisted by the SMHA.

Currently, there are 47,000 active private foundations and corporate sponsorship programs operating in the United States. Many of these sources can be researched and accessed from various information nodes, such as the World Wide Web. One of the most difficult aspects of the grant-seeking process is selecting private foundations and corporations with similar interests, purposes, and agendas. To assist these efforts, there are several non-profit resource centers (such as the Foundation Center), which help organizations identify appropriate funding sources and develop target proposals to acquire funding. This will help the SMHA narrow their target spectrum and apply for assistance to only those foundations with similar purposes. It should be noted that most private foundations will support operating costs. For more information on private foundations and corporate funders visit the Center's website, www.fdncenter.org, or contact: *The Foundation Center*; 1001 Connecticut Avenue and K Street; Suite #938; Washington, D.C. 20036; Telephone # (202) 331-1400; Fax # (202) 331-1739; Hours of Operation: Monday 10:00 a.m. to 7:00 p.m. and Tuesday through Friday 10:00 a.m. to 5:00 p.m.

The United States Secretary of the Interior Standards for the Rehabilitation of Historic Structures

In order to garner financial assistance from Federal government and/or Maryland state government programs, these standards must be followed during historic structure restoration/rehabilitation. The standards for rehabilitation are as follows:

- Properties with historic attributes are to be used for historic purposes or, if a new use is designated, the defining characteristics of the building, site, and environment must be maintained.
- The historic character of a property must be retained and preserved, avoiding any alterations of physical features and appearance.
- Properties are recognized by the federal government as testaments to their historic time, place, and use. Any structural or other changes to these elements relays a sense of false historical development, which is not permitted under these guidelines.
- Historic changes that have occurred over the years, such as architectural, structural, or other, carry significance in their own right and must be retained and preserved.
- Examples of distinctive craftsmanship, such as historic construction techniques, add character to a property and must be retained.
- Historic features that have deteriorated over time must be repaired not replaced. Any new features constructed (due to the severity of deterioration) must match existing features, where possible. The replacement of any missing features must be documented by physical

and pictorial evidence of replacement.

- Damage causing physical or chemical treatments cannot be used when restoring an historic structure.
- Significant archeological resources discovered on historic properties must be protected and preserved. Archeological resources that are disturbed during rehabilitation must be mitigated.
- Any new construction or alterations to a property cannot destroy existing historic materials. Any new work must be compatible with the massing, size, scale, and architectural features of the historic property. This will protect the integrity of the property and its environment.
- New additions or other related construction projects undertaken on a property, in a manner that if removed in the future, must not impair the integrity of the historic property and its environment.

Section 19: Contributing Properties

Identification of Certified Heritage Structures and Contributing Properties

National Register listed and locally designated historic structures throughout Maryland are eligible for the Maryland Rehabilitation Tax Credit. Non-listed, non-designated historic structures located within Certified Heritage Area (CHA) Target Investment Zones (TIZ) are eligible for the Heritage Preservation Tax Credit if the structures are eligible for individual listing on the National Register of Historic Places or as a contributing resource within a National Register eligible historic district. Attached is a listing of all those structures located within the Southern Maryland Heritage Area TIZs that are potentially eligible for listing on the National Register of Historic Places. Final determination of eligibility will be made by staff at the Maryland Historical Trust following the submittal of necessary documentation by the tax credit applicant.

Additionally, non-historic structures located anywhere within the Certified Heritage Area may be eligible for the Maryland Rehabilitation Tax Credit tax credit if the structure is engaged in active heritage tourism use. Outlined below are the TIZ-specific uses (e.g. types of heritage tourism-related uses such as entertainment, interpretation, lodging, and retail), characteristics of physical improvements (e.g. exterior design requirements and incorporation of interpretive devices), and other standards (e.g. minimum economic benefits generated and percentage of activity or sales resulting from tourism) which projects must meet in order to qualify rehabilitation of a non-historic structure for the tax credit in the Southern Maryland Heritage Area.

The Southern Maryland Heritage Area Consortium will maintain a continuous process for certifying contributing properties upon determining that the proposed property meets the SMHA Criteria for Contributing Properties. Local jurisdiction review of projects on a case-by-case basis will insure that signage, streetscape elements and other improvements are compatible with local ordinances, plans and initiatives. Determination of contributing property certification will also be made in consultation with the Maryland Historical Trust (MHT) and the MHAA, as well as upon concurrence of the appropriate local government agency administering historic district programs and/or regulations.

Non-Historic Properties

General Criteria

Eligible rehabilitation projects involving non-historic structures must meet the following general requirements: (1) significantly enhance the overall quality of the Southern Maryland Heritage Area; (2) contribute to both the overall economic activity and to the overall architectural, historical, or cultural quality in the Heritage Area; and (3) has the ability to serve as a catalyst for

investment within the TIZ; and (4) be reasonably expected to result in measurable, positive, area-wide economic and environmental benefit.

Use Standards:

Eligible uses shall support the goals and objectives of the Southern Maryland Heritage Area Tourism Management Plan and be compatible with recognized, locally permitted or anticipated zoning and land uses in the Heritage Area. They shall demonstrate the ability to create or improve a heritage destination or attraction.

Eligible uses shall include maritime, education, interpretation, museums, entertainment, recreation, B&Bs and other lodging and accommodations, restaurant, retail, commercial, and transportation.

Physical Improvement Standards:

Eligible projects must constitute substantial rehabilitation where project costs exceed the adjusted basis of the property (purchase price minus the value of the land minus any depreciation taken).

Eligible projects must significantly enhance the overall architectural, historical or cultural quality of the Heritage Area and visitor experience. They shall demonstrate the ability to eliminate prominent and damaging visual blight and significantly improve a non-historic structure making it compatible with the architectural, historical and cultural character of the area.

Design and Site Interpretation Requirements: In general, a physical improvement or rehabilitation project of a non-historic structure shall retain the physical and architectural character of the streetscape in the TIZ by maintaining scale, mass, prevailing setbacks, and character, and shall contribute to the interpretation of the themes and sub-themes of the Southern Maryland Heritage Area.

Local Review and Approval Process: (A review and approval process will be developed by the Southern Maryland Heritage Area Consortium within one year of the acceptance of these standards). The process will be compatible with the prevailing building and design permit process in each jurisdiction within the Southern Maryland Heritage Area.

Economic Activity Standards:

Eligible projects will be evaluated by their ability to generate the following economic benefit standards:

- (1) Generate net new jobs in the Heritage Area.
- (2) Generate additional tax benefits to the local jurisdiction.
- (3) Contribute to overall visitation numbers for the Heritage Area.

Other Locally Important Standards:

Eligible projects must support and not conflict with other local land use priorities and economic initiatives in the Southern Maryland Heritage Area, such as Agricultural Preservation Programs, Historic Preservation Plans, Economic and Community Development Plans, Comprehensive Plans, Downtown Revitalization Programs, Maryland Community Legacy Program, Maryland Neighborhood Revitalization Program, etc.

Historic Properties

The following is a listing of all those structures located within the Southern Maryland Heritage Area TIZs that are potentially eligible for listing on the National Register of Historic Places.

| CLASS | COUNTY | MIHP # | NAME | ADDRESS | TOWN | QUAD |
|---|---------|------------|---|-----------------------------------|------------------|--------------------------|
| Indian Head TIZ | | | | | | |
| CH-290 | Charles | CH-290 | Indian Head-White Plains Railroad (US RR, Govt. RR) | | | INDIAN/LA PLATA/ PORT |
| CH-371 | Charles | CH-371 | Naval Ordnance Station, Indian Head | | Indian Head | INDIAN HEAD |
| CH-371-293 | Charles | CH-371-293 | Indian Head Post Office | | Indian Head | INDIAN HEAD |
| CH-490 | Charles | CH-490 | Indian Head Residential Historic District | | Indian Head | INDIAN HEAD |
| CH-491 | Charles | CH-491 | Naval Powder Factory Historic District | | Indian Head | INDIAN HEAD |
| CH-492 | Charles | CH-492 | Naval Proving Ground Historic District | | Indian Head | INDIAN HEAD |
| CH-493 | Charles | CH-493 | Extrusion Plant Historic District | | Indian Head | INDIAN HEAD |
| Friendship Farm/Nanjemoy TIZ | | | | | | |
| CH-9 | Charles | CH-9 | Old Friendship Barn Site | Friendship Landing Road | Nanjemoy | NANJEMOY |
| CH-101 | Charles | CH-101 | Friendship Farm (Karlsson House) | Friendship Landing Road | Nanjemoy | NANJEMOY |
| CH-191 | Charles | CH-191 | Huckleberry Plains | Ironsides Riverside Road (MD 425) | Nanjemoy | NANJEMOY |
| Port Tobacco TIZ | | | | | | |
| CH-23 | Charles | CH-23 | Cat Slide Roof House (Burch House) | Chapel Point Road | Port Tobacco | PORT TOBACCO |
| North Beach/Chesapeake Beach TIZ | | | | | | |
| CT-99 | Calvert | CT-99 | Seyton-by-the-Bay | 14th Street | Chesapeake Beach | NORTH BEACH |

| CLASS | COUNTY | MIHP # | NAME | ADDRESS | TOWN | QUAD |
|---------|---------|---------|---|-------------------------------------|------------------|-------------|
| CT-219 | Calvert | CT-219 | North Beach Survey District | | North Beach | NORTH BEACH |
| CT-221 | Calvert | CT-221 | Donald and Kline General Store (& Post Office) | Bayside Road (MD 261) & 17th Street | Chesapeake Beach | NORTH BEACH |
| CT-222 | Calvert | CT-232 | Prout Tenant House | Boyds Turn Road | Paris | NORTH BEACH |
| CT-366 | Calvert | CT-366 | Charles A. Walton House | Cox Road (MD 775) | Chesapeake Beach | NORTH BEACH |
| CT-367 | Calvert | CT-367 | Frederick J. Donovan House (Elizabeth Stinnett House) | Cox Road (MD 775) | Chesapeake Beach | NORTH BEACH |
| CT-1188 | Calvert | CT-1188 | Cadydid (Jameson House) | First Street | North Beach | NORTH BEACH |
| CT-1207 | Calvert | CT-1207 | Chesapeake Beach Wharf | 17th Street | Chesapeake Beach | NORTH BEACH |
| CT-1215 | Calvert | CT-1215 | Chick-Inn | 2nd Street | North Beach | NORTH BEACH |
| CT-1216 | Calvert | CT-1216 | Louise | 2nd Street | North Beach | NORTH BEACH |
| CT-1217 | Calvert | CT-1217 | Outbuilding | 2nd Street | North Beach | NORTH BEACH |
| CT-1218 | Calvert | CT-1218 | Wise | 3rd Street | North Beach | NORTH BEACH |
| CT-1219 | Calvert | CT-1219 | Bianca Villa | 3rd Street | North Beach | NORTH BEACH |
| CT-1220 | Calvert | CT-1220 | | 3rd Street | North Beach | NORTH BEACH |
| CT-1221 | Calvert | CT-1221 | | 7th Street | North Beach | NORTH BEACH |
| CT-1222 | Calvert | CT-1222 | | 7th Street | North Beach | NORTH BEACH |
| CT-1223 | Calvert | CT-1223 | | 7th Street | North Beach | NORTH BEACH |
| CT-1224 | Calvert | CT-1224 | | 7th Street | North Beach | NORTH BEACH |
| CT-1225 | Calvert | CT-1225 | | 7th Street | North Beach | NORTH BEACH |
| CT-1226 | Calvert | CT-1226 | | 7th Street | North Beach | NORTH BEACH |
| CT-1227 | Calvert | CT-1227 | | 7th Street | North Beach | NORTH BEACH |

| CLASS | COUNTY | MIHP # | NAME | ADDRESS | TOWN | QUAD |
|--|-------------|---------|-----------------------------------|-------------------|-------------------|-----------------------|
| CT-1228 | Calvert | CT-1228 | Five Points | 7th Street | North Beach | NORTH BEACH |
| CT-1229 | Calvert | CT-1229 | | 7th Street | North Beach | NORTH BEACH |
| CT-1230 | Calvert | CT-1230 | | 8th Street | North Beach | NORTH BEACH |
| CT-1231 | Calvert | CT-1231 | Sea View | Atlantic Avenue | North Beach | NORTH BEACH |
| CT-1232 | Calvert | CT-1232 | Snug Harbor | Atlantic Avenue | North Beach | NORTH BEACH |
| CT-1233 | Calvert | CT-1233 | The Avalon | Atlantic Avenue | North Beach | NORTH BEACH |
| CT-1234 | Calvert | CT-1234 | The Stewart | Annapolis Avenue | North Beach | NORTH BEACH |
| CT-1235 | Calvert | CT-1235 | | Bay Avenue | North Beach | NORTH BEACH |
| CT-1236 | Calvert | CT-1236 | | Bay Avenue | North Beach | NORTH BEACH |
| CT-1237 | Calvert | CT-1237 | | Bay Avenue | North Beach | NORTH BEACH |
| CT-1238 | Calvert | CT-1238 | Union Church | Chesapeake Avenue | North Beach | NORTH BEACH |
| CT-1239 | Calvert | CT-1239 | Town Hall | Chesapeake Avenue | North Beach | NORTH BEACH |
| CT-1240 | Calvert | CT-1240 | Mother Brown's | Chesapeake Avenue | North Beach | NORTH BEACH |
| CT-1241 | Calvert | CT-1241 | | Dayton Avenue | North Beach | NORTH BEACH |
| CT-1242 | Calvert | CT-1242 | | Dayton Avenue | North Beach | NORTH BEACH |
| CT-1243 | Calvert | CT-1243 | | Dayton Avenue | North Beach | NORTH BEACH |
| Leonardtown TIZ | | | | | | |
| SM-592 | Saint Marys | SM-592 | Leonardtown Survey District | | Leonardtown | LEONARDTOWN |
| Piney Point/St. George Island TIZ | | | | | | |
| SM-143 | Saint Marys | SM-143 | St. George Island Survey District | Potomac River | St. George Island | ST GEORGE ISLAND/STMC |
| SM-366 | Saint Marys | SM-366 | Skipjack Dee of St. Mary's | Deagle Road | Piney Point | PINEY POINT |

| CLASS | COUNTY | MIHP # | NAME | ADDRESS | TOWN | QUAD |
|-------------------------------------|-------------|--------|--|---------------------------|-----------------|---------------------|
| SM-446 | Saint Marys | SM-446 | Swann's Store & Hotel | Piney Point Road (MD 249) | Piney Point | PINEY POINT |
| SM-447 | Saint Marys | SM-447 | Warren Tolson Cottage | Lighthouse Road | Piney Point | PINEY POINT |
| SM-450 | Saint Marys | SM-450 | U.S. Navy Torpedo Test Range, Officers Quarters | Stark Drive | Piney Point | PINEY POINT |
| SM-452 | Saint Marys | SM-452 | Edward T. Adams House | Piney Point Road (MD 249) | Piney Point | SAINT MARYS CITY |
| SM-457 | Saint Marys | SM-457 | U.S. Navy Torpedo Test Range, Enlisted Quarters | Piney Point Road (MD 249) | Piney Point | PINEY POINT |
| SM-460 | Saint Marys | SM-460 | St. Francis Xavier Chapel | Thomas Road | Piney Point | SAINT GEORGE ISLAND |
| SM-461 | Saint Marys | SM-461 | St. George Island United Methodist Church | Thompson Road (MD 249) | Piney Point | SAINT GEORGE ISLAND |
| SM-465 | Saint Marys | SM-465 | Thomas B. Adams House (Grandmother's or Mothers Cottage) | Piney Point Road (MD 249) | Piney Point | SAINT MARYS CITY |
| SM-466 | Saint Marys | SM-466 | Thomas L. Crowder House | Thomas Road | Piney Point | SAINT GEORGE ISLAND |
| SM-467 | Saint Marys | SM-467 | G. Edward Thomas House | Thomas Road | Piney Point | SAINT GEORGE ISLAND |
| SM-468 | Saint Marys | SM-468 | Howard J. Chesser House | Piney Point Road (MD 249) | Piney Point | SAINT GEORGE ISLAND |
| SM-469 | Saint Marys | SM-469 | George J. Trice House | Thompson Road (MD 249) | Piney Point | SAINT GEORGE ISLAND |
| SM-470 | Saint Marys | SM-470 | Willard B. Twilley House | Thomas Road | Piney Point | SAINT GEORGE ISLAND |
| SM-471 | Saint Marys | SM-471 | Walter F. Crowder House | Thomas Road | Piney Point | SAINT GEORGE ISLAND |
| SM-472 | Saint Marys | SM-472 | Camp Merryelande | Camp Merryeland Road | Piney Point | SAINT GEORGE ISLAND |
| SM-473 | Saint Marys | SM-473 | William Biscoe House | Ball Point Road | Piney Point | SAINT GEORGE ISLAND |
| Historic St. Mary's City TIZ | | | | | | |
| SM-11 | Saint Marys | SM-11 | Replica of the 1676 State House | MD 584 | St. Mary's City | SAINT MARYS CITY |

| CLASS | COUNTY | MIHP # | NAME | ADDRESS | TOWN | QUAD |
|--------|-------------|--------|---|------------------------------------|-----------------|------------------|
| SM-30 | Saint Marys | SM-30 | State House of 1676 Site | MD 584 | St. Mary's City | SAINT MARYS CITY |
| SM-31 | Saint Marys | SM-31 | Leonard Calvert Monument | MD 584 | St. Mary's City | SAINT MARYS CITY |
| SM-32 | Saint Marys | SM-32 | Trinity Episcopal Church | MD 584 | St. Mary's City | SAINT MARYS CITY |
| SM-33 | Saint Marys | SM-33 | Brome-Howard Farm, site (Brome-Howard House) | MD 584 | St. Mary's City | SAINT MARYS CITY |
| SM-33A | Saint Marys | SM-33A | Brome Farm Frame Duplex (Slave Quarter) (18ST1-14) | MD 584 | St. Mary's City | SAINT MARYS CITY |
| SM-33B | Saint Marys | SM-33B | Dairy at Brome Farm | MD 584 | St. Mary's City | SAINT MARYS CITY |
| SM-33C | Saint Marys | SM-33C | Meathouse at Brome Farm | MD 584 | St. Mary's City | SAINT MARYS CITY |
| SM-33D | Saint Marys | SM-33D | Carriage House at Brome Farm | MD 584 | St. Mary's City | SAINT MARYS CITY |
| SM-33E | Saint Marys | SM-33E | Howard Hay Barn at Brome Farm | MD 584 | St. Mary's City | SAINT MARYS CITY |
| SM-33F | Saint Marys | SM-33F | Spence Howard's Office at Brome Farm | MD 584 | St. Mary's City | SAINT MARYS CITY |
| SM-33G | Saint Marys | SM-33G | Brome Farm Granary | MD 584 | St. Mary's City | SAINT MARYS CITY |
| SM-33H | Saint Marys | SM-33H | Barn at Brome Farm | MD 584 | St. Mary's City | SAINT MARYS CITY |
| SM-36 | Saint Marys | SM-36 | The Great Brick Chapel & Priests House, site(18ST1-103) | Point Lookout Road (MD 5) | St. Mary's City | SAINT MARYS CITY |
| SM-37 | Saint Marys | SM-37 | St. Mary's College of Maryland | Point Lookout Road (MD 5) | St. Mary's City | SAINT MARYS CITY |
| SM-38 | Saint Marys | SM-38 | Freedom of Conscience Monument | Point Lookout Road (MD 5) & MD 584 | St. Mary's City | SAINT MARYS CITY |
| SM-39 | Saint Marys | SM-39 | Copley Tomb (18ST1-17) | MD 584 | St. Mary's City | SAINT MARYS CITY |
| SM-231 | Saint Marys | SM-231 | St. John's (St. John's Archeological Site) (18ST1-23) | Fisher Road | St. Mary's City | SAINT MARYS CITY |
| SM-232 | Saint Marys | SM-232 | John Hicks House, site (18ST1-22) | Fisher Road | St. Mary's City | SAINT MARYS CITY |

| CLASS | COUNTY | MIHP # | NAME | ADDRESS | TOWN | QUAD |
|---------------------|-------------|--------|---|-----------------------------------|-----------------|------------------|
| SM-233 | Saint Marys | SM-233 | St. Barbara's, site (Mrs. Mary Throughton House) | Mattapany Road | St. Mary's City | SAINT MARYS CITY |
| SM-234 | Saint Marys | SM-234 | Garrett Van Sweringen site(House on Aldermanbury St.) | MD 584 | St. Mary's City | SAINT MARYS CITY |
| Solomons TIZ | | | | | | |
| CT-70 | Calvert | CT-70 | St. Peter's Episcopal Church | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-72 | Calvert | CT-72 | Solomons House | Farren Avenue | Solomons | SOLOMONS ISLAND |
| CT-178 | Calvert | CT-178 | Walter A. Curtis House | Curtis Road | Dowell | SOLOMONS ISLAND |
| CT-733 | Calvert | CT-733 | Carl Breland Cross-gable | Dowell Road | Dowell | SOLOMONS ISLAND |
| CT-734 | Calvert | CT-734 | Dowell Post Office/Antique Shop (Dowell Store) | Dowell Road | Dowell | SOLOMONS ISLAND |
| CT-735 | Calvert | CT-735 | John R. Lankford House (Vail House, Holiday Manor) | Solomons Island Road (MD 2, 4) | Solomons | SOLOMONS ISLAND |
| CT-791 | Calvert | CT-791 | Skiff GEDA (Jenkins Creek Crab Scrape, CMM 77-2) | Calvert Marine Museum | Solomons | SOLOMONS ISLAND |
| CT-792 | Calvert | CT-792 | Power Workboat JOHN A. RYDER (ex-DONNA, CMM 74-114) | Calvert Marine Museum | Solomons | SOLOMONS ISLAND |
| CT-793 | Calvert | CT-793 | Leatherbury Sailing Skiff (Bateau, CMM 76-381) | Calvert Marine Museum | Solomons | SOLOMONS ISLAND |
| CT-794 | Calvert | CT-794 | Potomac River dory boat LET'S SEE (CMM 76-380) | Calvert Marine Museum | Solomons | SOLOMONS ISLAND |
| CT-795 | Calvert | CT-795 | Hoopers Island Draketail PENGUIN (CMM 75-257) | Calvert Marine Museum | Solomons | SOLOMONS ISLAND |
| CT-796 | Calvert | CT-796 | Pocomoke 3-log canoe (CMM 75-256) | Calvert Marine Museum | Solomons | SOLOMONS ISLAND |
| CT-797 | Calvert | CT-797 | Schooner yawl boat (CMM 76-383) | Calvert Marine Museum | Solomons | SOLOMONS ISLAND |

| CLASS | COUNTY | MIHP # | NAME | ADDRESS | TOWN | QUAD |
|--------|---------|--------|--|---|----------|-----------------|
| CT-798 | Calvert | CT-798 | 5-log brogan SHAMROCK (CMM 76-384) | Calvert Marine Museum | Solomons | SOLOMONS ISLAND |
| CT-800 | Calvert | CT-800 | U.S. Naval Amphibious Training Base (Calvert Marina) | Dowell Road | Dowell | SOLOMONS ISLAND |
| CT-872 | Calvert | CT-872 | Moore House | Bean Road | Dowell | SOLOMONS ISLAND |
| CT-873 | Calvert | CT-873 | Franklin House | Dowell Road | Dowell | SOLOMONS ISLAND |
| CT-874 | Calvert | CT-874 | Hamblen House | Hutchins Road | Dowell | SOLOMONS ISLAND |
| CT-875 | Calvert | CT-875 | Dare House | Dowell Road | Dowell | SOLOMONS ISLAND |
| CT-876 | Calvert | CT-876 | Von Zielinski House | Newtown Road | Dowell | SOLOMONS ISLAND |
| CT-877 | Calvert | CT-877 | Johnson House | Newtown Road | Dowell | SOLOMONS ISLAND |
| CT-878 | Calvert | CT-878 | Gross House | Newtown Road | Dowell | SOLOMONS ISLAND |
| CT-879 | Calvert | CT-879 | Jefferson House | Newtown Road | Dowell | SOLOMONS ISLAND |
| CT-880 | Calvert | CT-880 | Stanton House | Creston Road | Dowell | SOLOMONS ISLAND |
| CT-881 | Calvert | CT-881 | Clark-Weems House | Bean Road | Dowell | SOLOMONS ISLAND |
| CT-882 | Calvert | CT-882 | Winans Apartments | Lore Road | Solomons | SOLOMONS ISLAND |
| CT-883 | Calvert | CT-883 | Calvin-Clark House | Back Creek Lane | Solomons | SOLOMONS ISLAND |
| CT-884 | Calvert | CT-884 | Joseph Lore House | LoreRd.& Solomons Island Road S. (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-885 | Calvert | CT-885 | Higgison House | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-886 | Calvert | CT-886 | Calvert Marine Museum, north annex | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-887 | Calvert | CT-887 | Calvert Marine Museum (Solomons High School) | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |

| CLASS | COUNTY | MIHP # | NAME | ADDRESS | TOWN | QUAD |
|--------|---------|--------|-----------------------------|---|----------|-----------------|
| CT-888 | Calvert | CT-888 | Solomons Methodist Cemetery | Solomons Island Road (MD 2, 4) | Solomons | SOLOMONS ISLAND |
| CT-889 | Calvert | CT-889 | Kenneth Lore House | Solomons Island Road (MD 2, 4) | Solomons | SOLOMONS ISLAND |
| CT-890 | Calvert | CT-890 | Hipple House | Solomons Island Road (MD 2, 4) | Solomons | SOLOMONS ISLAND |
| CT-891 | Calvert | CT-891 | Guy Lusby House | Solomons Island Road (MD 2, 4) | Solomons | SOLOMONS ISLAND |
| CT-892 | Calvert | CT-892 | Methodist Parsonage | Solomons Island Road S. (MD 2) & D St. | Solomons | SOLOMONS ISLAND |
| CT-893 | Calvert | CT-893 | Boylston House | D Street | Solomons | SOLOMONS ISLAND |
| CT-894 | Calvert | CT-894 | Gibson House | D Street | Solomons | SOLOMONS ISLAND |
| CT-895 | Calvert | CT-895 | Lore Tenement #1 | D Street | Solomons | SOLOMONS ISLAND |
| CT-896 | Calvert | CT-896 | Lore Tenement #2 | Solomons Island Road S. (MD 2) & D St. | Solomons | SOLOMONS ISLAND |
| CT-897 | Calvert | CT-897 | Sellars House | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-898 | Calvert | CT-898 | Wood House | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-899 | Calvert | CT-899 | Abel House | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-900 | Calvert | CT-900 | Evans House | Solomons Island Road S. (MD 2) & C St. | Solomons | SOLOMONS ISLAND |
| CT-901 | Calvert | CT-901 | Hill House | Sedwick Avenue | Solomons | SOLOMONS ISLAND |
| CT-902 | Calvert | CT-902 | Saghy House | Sedwick Avenue | Solomons | SOLOMONS ISLAND |
| CT-903 | Calvert | CT-903 | Adams House | Sedwick Avenue | Solomons | SOLOMONS ISLAND |

| CLASS | COUNTY | MIHP # | NAME | ADDRESS | TOWN | QUAD |
|--------|---------|--------|----------------------|-----------------------------------|----------|-----------------|
| CT-904 | Calvert | CT-904 | Thacker House | Sedwick Avenue | Solomons | SOLOMONS ISLAND |
| CT-905 | Calvert | CT-905 | Reed House #1 | C Street & Sedwick Avenue | Solomons | SOLOMONS ISLAND |
| CT-906 | Calvert | CT-906 | Reed House #2 | C Street | Solomons | SOLOMONS ISLAND |
| CT-907 | Calvert | CT-907 | Reed House #3 | C & Calvert Streets | Solomons | SOLOMONS ISLAND |
| CT-908 | Calvert | CT-908 | Koslofsky House | Calvert Street | Solomons | SOLOMONS ISLAND |
| CT-909 | Calvert | CT-909 | Phifer House | Calvert Street | Solomons | SOLOMONS ISLAND |
| CT-910 | Calvert | CT-910 | Reed Shotgun Houses | Calvert Street | Solomons | SOLOMONS ISLAND |
| CT-911 | Calvert | CT-911 | Reed House #4 | C & Calvert Streets | Solomons | SOLOMONS ISLAND |
| CT-912 | Calvert | CT-912 | Reed House #5 | C Street | Solomons | SOLOMONS ISLAND |
| CT-913 | Calvert | CT-913 | Dorsey House | C Street | Solomons | SOLOMONS ISLAND |
| CT-914 | Calvert | CT-914 | John Robinson House | C Street | Solomons | SOLOMONS ISLAND |
| CT-915 | Calvert | CT-915 | Edgar Robinson House | C Street | Solomons | SOLOMONS ISLAND |
| CT-916 | Calvert | CT-916 | Scarnecchia House | C Street | Solomons | SOLOMONS ISLAND |
| CT-917 | Calvert | CT-917 | Ekas House | C Street | Solomons | SOLOMONS ISLAND |
| CT-918 | Calvert | CT-918 | Robare House | C Street | Solomons | SOLOMONS ISLAND |
| CT-919 | Calvert | CT-919 | Nell House | C Street | Solomons | SOLOMONS ISLAND |
| CT-920 | Calvert | CT-920 | Grover House | C Street | Solomons | SOLOMONS ISLAND |
| CT-921 | Calvert | CT-921 | C Street House | C Street | Solomons | SOLOMONS ISLAND |
| CT-922 | Calvert | CT-922 | Tongue House | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-923 | Calvert | CT-923 | Johnson House | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |

| CLASS | COUNTY | MIHP # | NAME | ADDRESS | TOWN | QUAD |
|--------|---------|--------|------------------------|--|----------|-----------------|
| CT-924 | Calvert | CT-924 | Lankford House | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-925 | Calvert | CT-925 | Woodburn's Food Market | Solomons Island Road S. (MD 2) & B St. | Solomons | SOLOMONS ISLAND |
| CT-926 | Calvert | CT-926 | Johnson Tenement | Sedwick Avenue | Solomons | SOLOMONS ISLAND |
| CT-927 | Calvert | CT-927 | Lankford Tenement | Sedwick Avenue | Solomons | SOLOMONS ISLAND |
| CT-928 | Calvert | CT-928 | Woodburn Tenement | B Street & Sedwick Avenue | Solomons | SOLOMONS ISLAND |
| CT-929 | Calvert | CT-929 | Grover House | Sedwick Avenue & C Street | Solomons | SOLOMONS ISLAND |
| CT-930 | Calvert | CT-930 | Parker House | Sedwick Avenue | Solomons | SOLOMONS ISLAND |
| CT-931 | Calvert | CT-931 | Dove House | Sedwick Avenue | Solomons | SOLOMONS ISLAND |
| CT-932 | Calvert | CT-932 | Wroten House | Sedwick Avenue | Solomons | SOLOMONS ISLAND |
| CT-933 | Calvert | CT-933 | Hill House | Sedwick Avenue | Solomons | SOLOMONS ISLAND |
| CT-934 | Calvert | CT-934 | Weinschel House | Sedwick Avenue | Solomons | SOLOMONS ISLAND |
| CT-935 | Calvert | CT-935 | Scott House | Sedwick Avenue | Solomons | SOLOMONS ISLAND |
| CT-936 | Calvert | CT-936 | Williams House | Sedwick Avenue & B Street | Solomons | SOLOMONS ISLAND |
| CT-937 | Calvert | CT-937 | Edwin Groom House | Calvert Street | Solomons | SOLOMONS ISLAND |
| CT-938 | Calvert | CT-938 | John Groom House | Calvert Street | Solomons | SOLOMONS ISLAND |
| CT-939 | Calvert | CT-939 | Hill Tenement | Calvert Street | Solomons | SOLOMONS ISLAND |
| CT-940 | Calvert | CT-940 | Murphy House | Calvert Street | Solomons | SOLOMONS ISLAND |
| CT-941 | Calvert | CT-941 | Grover House | Calvert Street | Solomons | SOLOMONS ISLAND |
| CT-942 | Calvert | CT-942 | Chadborne House | Calvert Street | Solomons | SOLOMONS ISLAND |

| CLASS | COUNTY | MIHP # | NAME | ADDRESS | TOWN | QUAD |
|--------|---------|--------|---|---|----------|-----------------|
| CT-943 | Calvert | CT-943 | Shenton House | Calvert Street | Solomons | SOLOMONS ISLAND |
| CT-944 | Calvert | CT-944 | Zahniser House | Solomons Island Road S. (MD 2) & B St. | Solomons | SOLOMONS ISLAND |
| CT-945 | Calvert | CT-945 | Langley House | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-946 | Calvert | CT-946 | Gross House | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-947 | Calvert | CT-947 | Cartwright House | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-948 | Calvert | CT-948 | Johnson House | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-949 | Calvert | CT-949 | Polz House | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-950 | Calvert | CT-950 | Zahniser Tenement | B Street & Sedwick Avenue | Solomons | SOLOMONS ISLAND |
| CT-951 | Calvert | CT-951 | Catholic Cemetery | Sedwick Avenue & B Street | Solomons | SOLOMONS ISLAND |
| CT-952 | Calvert | CT-952 | Madison House | Sedwick Avenue | Solomons | SOLOMONS ISLAND |
| CT-953 | Calvert | CT-953 | Abbott House | Sedwick Avenue | Solomons | SOLOMONS ISLAND |
| CT-954 | Calvert | CT-954 | Bernoski House | Sedwick Avenue | Solomons | SOLOMONS ISLAND |
| CT-955 | Calvert | CT-955 | Langley House | Sedwick Avenue | Solomons | SOLOMONS ISLAND |
| CT-956 | Calvert | CT-956 | Railey House | Calvert Street | Solomons | SOLOMONS ISLAND |
| CT-957 | Calvert | CT-957 | Saghy Shoe Repair Shop (Mister House, Elliott Store) | Calvert Street | Solomons | SOLOMONS ISLAND |
| CT-958 | Calvert | CT-958 | Von Zielinski House (Lusby Inn) | Calvert Street | Solomons | SOLOMONS ISLAND |
| CT-959 | Calvert | CT-959 | Denker House | Calvert Street | Solomons | SOLOMONS ISLAND |

| CLASS | COUNTY | MIHP # | NAME | ADDRESS | TOWN | QUAD |
|--------|---------|--------|---|--|----------|-----------------|
| CT-960 | Calvert | CT-960 | Mincher House #1 | Point Lane | Solomons | SOLOMONS ISLAND |
| CT-961 | Calvert | CT-961 | Olsen Tenement (Mincher House #2) | Point Lane | Solomons | SOLOMONS ISLAND |
| CT-962 | Calvert | CT-962 | Olsen-Weis House | Point Lane | Solomons | SOLOMONS ISLAND |
| CT-963 | Calvert | CT-963 | Alice Johnson House | Point Lane | Solomons | SOLOMONS ISLAND |
| CT-964 | Calvert | CT-964 | Vernon Johnson House | Point Lane | Solomons | SOLOMONS ISLAND |
| CT-965 | Calvert | CT-965 | Rappolt House | Point Lane | Solomons | SOLOMONS ISLAND |
| CT-966 | Calvert | CT-966 | Captain TJ's Guest House | Calvert Street | Solomons | SOLOMONS ISLAND |
| CT-967 | Calvert | CT-967 | Our Lady Star of the Sea Catholic Church | A St. & Solomons Island Road S. (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-968 | Calvert | CT-968 | Kersey Building | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-969 | Calvert | CT-969 | Bait and Tackle Shop | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-970 | Calvert | CT-970 | Solomons United Methodist Church | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-971 | Calvert | CT-971 | Langley House | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-972 | Calvert | CT-972 | Fisherman's Inn (Langley Lunchroom) | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-973 | Calvert | CT-973 | Locust Inn | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-974 | Calvert | CT-974 | Stork's Landing/Shore Bird (Siemon House) | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-975 | Calvert | CT-975 | Carey House | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |

| CLASS | COUNTY | MIHP # | NAME | ADDRESS | TOWN | QUAD |
|--------|---------|--------|---------------------------|-----------------------------------|----------|-----------------|
| CT-976 | Calvert | CT-976 | Whetsell House #1 | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-977 | Calvert | CT-977 | Whetsell House #2 | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-978 | Calvert | CT-978 | Langley House | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-979 | Calvert | CT-979 | Langley Tenement | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-980 | Calvert | CT-980 | Cay Partners House #1 | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-981 | Calvert | CT-981 | Cay Partners House #2 | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-982 | Calvert | CT-982 | Sail Inn/Golden Treasures | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-983 | Calvert | CT-983 | Purvins House | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-984 | Calvert | CT-984 | Cay Partners House #3 | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-985 | Calvert | CT-985 | Thomas House | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-986 | Calvert | CT-986 | Harten Tenement | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-987 | Calvert | CT-987 | Harten House | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-988 | Calvert | CT-988 | Bowen's Inn | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-989 | Calvert | CT-989 | Bowen's Inn Bar | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |

| CLASS | COUNTY | MIHP # | NAME | ADDRESS | TOWN | QUAD |
|---------|---------|---------|---|-----------------------------------|----------|-----------------|
| CT-990 | Calvert | CT-990 | Crockett-Bafford Store (Lighthouse Properties) | Solomons Island Road South (MD 2) | Solomons | SOLOMONS ISLAND |
| CT-991 | Calvert | CT-991 | Molly's Legg Marine, Inc. | Charles Street | Solomons | SOLOMONS ISLAND |
| CT-992 | Calvert | CT-992 | Cozy Cupboard | Charles Street | Solomons | SOLOMONS ISLAND |
| CT-993 | Calvert | CT-993 | Bingman House | Charles Street | Solomons | SOLOMONS ISLAND |
| CT-994 | Calvert | CT-994 | Rothschild House | Charles Street | Solomons | SOLOMONS ISLAND |
| CT-995 | Calvert | CT-995 | Langley House | Charles Street | Solomons | SOLOMONS ISLAND |
| CT-996 | Calvert | CT-996 | Hipple House | Charles Street | Solomons | SOLOMONS ISLAND |
| CT-997 | Calvert | CT-997 | Achtellik House | Charles Street | Solomons | SOLOMONS ISLAND |
| CT-998 | Calvert | CT-998 | Harbor Island Marina (Eastern Shore Trust Bank) | Charles Street | Solomons | SOLOMONS ISLAND |
| CT-999 | Calvert | CT-999 | Davis House Bed and Breakfast | Charles Street | Solomons | SOLOMONS ISLAND |
| CT-1000 | Calvert | CT-1000 | Lankford House | Charles Street | Solomons | SOLOMONS ISLAND |
| CT-1001 | Calvert | CT-1001 | Carmen's Framecraft | Charles Street | Solomons | SOLOMONS ISLAND |
| CT-1002 | Calvert | CT-1002 | Solomons Island Laundromat | Charles Street | Solomons | SOLOMONS ISLAND |
| CT-1003 | Calvert | CT-1003 | Pfitzenmeyer House | Charles Street | Solomons | SOLOMONS ISLAND |
| CT-1004 | Calvert | CT-1004 | Farren Avenue House | Farren Avenue | Solomons | SOLOMONS ISLAND |
| CT-1005 | Calvert | CT-1005 | Chesapeake Biological Laboratory | Farren Avenue & Williams Street | Solomons | SOLOMONS ISLAND |
| CT-1006 | Calvert | CT-1006 | Marsh-Beaven House | Farren Avenue | Solomons | SOLOMONS ISLAND |
| CT-1007 | Calvert | CT-1007 | C.B.L. Annex | Williams Street | Solomons | SOLOMONS ISLAND |
| CT-1008 | Calvert | CT-1008 | Burbank House | Williams Street | Solomons | SOLOMONS ISLAND |
| CT-1009 | Calvert | CT-1009 | Sunset Inn (Elliott's Inn) | Williams Street | Solomons | SOLOMONS ISLAND |
| CT-1010 | Calvert | CT-1010 | Harten House | Williams Street | Solomons | SOLOMONS ISLAND |

| CLASS | COUNTY | MIHP # | NAME | ADDRESS | TOWN | QUAD |
|---------|---------|---------|-----------------------|-------------------------------------|----------|-----------------|
| CT-1011 | Calvert | CT-1011 | Carey House | Maltby Street | Solomons | SOLOMONS ISLAND |
| CT-1012 | Calvert | CT-1012 | Ketcham House | Patuxent Avenue & Charles Street | Solomons | SOLOMONS ISLAND |
| CT-1013 | Calvert | CT-1013 | Burgdon House | Patuxent Avenue | Solomons | SOLOMONS ISLAND |
| CT-1014 | Calvert | CT-1014 | Ganbin House | Patuxent Avenue | Solomons | SOLOMONS ISLAND |
| CT-1015 | Calvert | CT-1015 | Wease House | Patuxent Avenue | Solomons | SOLOMONS ISLAND |
| CT-1016 | Calvert | CT-1016 | D'Elia House | Patuxent Avenue | Solomons | SOLOMONS ISLAND |
| CT-1201 | Calvert | CT-1201 | Solomons Island Wharf | Farren Avenue | Solomons | SOLOMONS ISLAND |
| CT-1208 | Calvert | CT-1208 | J. Frank Broome House | Newton Road | Dowell | SOLOMONS ISLAND |

Section 20: Economic Impact and Performance

The following section provides an overview of the anticipated economic performance associated with the implementation of the SMHA Heritage Tourism Management Plan. Economic performance includes increased private investment in heritage tourism facilities, related job creation, building restoration or rehabilitation, and expanded business activity related to the implementation of Management Plan projects and strategies. The indicators addressed herein include the number of visitations to the region, which includes direct visitor spending (sales) and the impact of these expenditures in the region and the state, for example employment, income tax receipts, and sales tax receipts.

This evaluation of economic impact and performance is a preliminary first-cut analysis that demonstrates the significant economic benefit to the region and the state of pursuing the development of a regional heritage tourism attraction in the Southern Maryland Heritage Area. It should be refined as better data concerning visitations to the region becomes available. Better data will result from implementation of the marketing strategies discussed earlier in this Plan, including development of a coordinated marketing program among the key attractions in and around the region, and use of information gathering techniques to assist in targeting markets.

The anticipated economic performance of SMHA is illustrated in two comparative tables. Table 1 is an illustration of the anticipated economic performance of Southern Maryland without the implementation of the SMHA Heritage Tourism Management Plan. Table 2 illustrates the anticipated economic performance of Southern Maryland with the implementation of the SMHA Heritage Tourism Management Plan. Table 3 illustrates the difference in impact anticipated as a result of Plan implementation.

The analysis of several factors has been taken into account to derive the projected impact of visitation to Southern Maryland both with and without the implementation of the Management Plan. These factors are discussed below.

Number of Visitations

The basis for assumptions for the analysis of the number of visitations to the region includes the following items.

- According to the Maryland Office of Tourism Development's FY 2002 Annual Report, a total of 644,268 person trips were made to Calvert, Charles and St. Mary's Counties during 2001, an increase of 36.4% over 2000. FY 2001 Travel Trends for Southern Maryland indicated that 472,269 person trips were made in 2000, a reduction of -6.2 percent from person trips in 1999.

- In both Table 1 and Table 2, the 644,268 figure was used as the basis from which projected Year 1 visitation totals were derived. Table 1, which projects economic performance without implementation of the Management Plan, projects a 2 percent increase in visitation for Years 1, 2, and 3, and a 3 percent increase for Years 4 and 5. Table 2 projects that, with the implementation of the Management Plan, visitation will increase 5 percent in Year 1 and 2, 8 percent in Year 3, and 10 percent in Year 4 and 5. These assumptions are based on the anticipation that the implementation of the Management Plan, including the addition of new interpretative facilities and exhibits, trails, visitor services, improvements to existing interpretative facilities, and more effective and targeted marketing programs and promotion, should result in a higher increase in visitation. With the implementation of the Management Plan, it is projected that an additional 485,281 visitors will visit SMHA than would have without the implementation of the Plan.
- The FY 2002 report indicates that the average household travel party size for this period was 1.9 persons, a decrease from 2.0 persons reported in FY 2001, and the average trip duration was 3.2 days, an increase of .4 days from the 2.8-day average trip duration reported in FY 2001.

Note: Both Table 1 and Table 2 conservatively estimate no increase in average household travel party size or trip duration during the five-year period.

The State's current tourism product development initiatives, including Civil War trails, a proposed Star-Spangled Banner Trail/War of 1812 trail, and Potomac River Heritage Trails, will significantly increase the promotion of areas that played a large role in the history of war and conflict in Maryland, and bode well for marketing and funding of both colonial and war and conflict-related interpretive sites and activities in SMHA, and should further increase visits to the region. Even so, the annual growth projections show modest increases over the base.

During the course of SMHA's first five years of operation, with implementation of the Management Plan, overall growth in annual visits (186,951 people) will be approximately 29% of the first year's estimate. Given the number and variety of attractions, the size of SMHA, and the fact that the current level of visitation (which is highly seasonal in nature) is not perceived as over-development of the industry, nor as a danger to the resources, projected growth should not threaten over use of resources or disrupt the existing quality of life.

Visitor Spending Impacts

The economic performance analysis looks at the direct and indirect impacts of visitor spending in the region, with projections for regional economic performance with and without the implementation of the SMHA Heritage Tourism Management Plan. Direct visitor spending is based on the data obtained from the Maryland Office of Tourism Development, and includes expenditures on food, lodging, entertainment and recreation, transportation (auto and public),

retail goods, and travel planning. The analysis also considers additional potential income to the SMHA and the interpretive entities that are Heritage Area partners based on the sales of SMHA merchandise at interpretive facilities and special events. Finally, the analysis includes an evaluation of other economic benefits including private investment, job creation, building restoration or rehabilitation, and expanded business activity related to the implementation of the Management Plan strategies.

New visitors will mean higher demand on services, including accommodations, dining, shopping, and infrastructure. Based on current visitor profile information, it is anticipated that demand will increase in the areas of recreation services and facilities, water activities, nature tourism and visiting museums and historic sites. An increase in visitors also will generate an increase in demand for accommodations, which will support development of additional hotel and bed and breakfast facilities. The higher demand on services and for facilities will generate increased employment opportunities within the region, and spur private investment in new facilities and additional investment in existing facilities. Many of the proposed SMHA program activities will add to the favorable climate for private investment and will provide incentives to encourage the development of new facilities, particularly the adaptive re-use of historic structures located in the Target Investment Zones (TIZs).

The steps for calculating per household trip expenditures are based on available data derived from Southern Maryland travel trends and are as follows:

1. Calculate the number of new visitors projected;
2. Divide the number of projected visitors by the average household travel party size (1.9 for 2001; this figure is used for each of years 1-5) to determine the number of household traveling parties;
3. Multiply the number of household traveling parties by the average household trip expenditures (\$360 for 2001, which included basic travel expenses such as food, lodging, entertainment and recreation, transportation (auto and public), retail goods, and travel planning).

Note: The \$360 figure was used as the baseline average per household trip expenditure in both Table 1 and Table 2. In Table 1, average per household trip expenditures are not projected to increase and thus remain at \$360 per household for the five-year period. In Table 2, the \$360 baseline figure is increased to reflect projected sales of new Heritage Area “Everything Southern Maryland” merchandise. The increase is based on the conservative assumption that each year, 10 percent of the households visiting the Heritage Area, in addition to the projected \$360 baseline expenditure, will purchase an “Everything Southern Maryland” product, and that the average sale will be \$10.00.

To calculate indirect impact, regional and state multipliers were used to determine the ripple effects of visitor spending on both the local and state economy. These effects include employee

income (which increases spending in the local economy), new jobs, and tax revenues. The ‘multiplier’ effect is calculated by multiplying the estimates of total expenditures by the regional or state multiplier obtained from the Maryland Tourism Economic Impact Model.

Additional growth in employment as a result of the implementation of the Management Plan is another anticipated economic impact. The Maryland Department of Labor and Licensing Review reported in 2001 that Charles County Leisure and Hospitality employees totaled 4,822, Calvert County Leisure and Hospitality employees totaled 2,424, and St. Mary’s County Leisure and Hospitality employees totaled 2,754. According to the Maryland Office of Tourism Development, every \$80,350 spent by domestic travelers in Maryland generated one job in 2001. In Tables 1 and 2, this formula was used to project Employment Growth in Years 1-5. Projected employment growth by the end of Year 5 in Table 1, without implementation of the Management Plan, totals 6,593 jobs. Projected employment growth by the end of Year 5 in Table 2, with implementation of the Management Plan, totals 7,706 jobs, a projected increase of 1,113 jobs as a result of Plan implementation.

TABLE 1
Estimated Economic Performance for Southern Maryland
without Implementing SMHA Heritage Tourism Management Plan

| | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | 5 Yr Total |
|-----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------|
| Visitor Expenditures | | | | | | |
| Visitors | 657,153 | 670,296 | 683,702 | 704,213 | 725,339 | 3,440,704 |
| Increase Factor | 2% | 2% | 2% | 3% | 3% | |
| Avg. Per HH Trip Expenditure | \$124,513,200 | \$127,003,464 | \$129,543,533 | \$133,429,839 | \$137,432,734 | \$651,922,771 |
| TOTAL Visitor Expenditures | \$124,513,200 | \$127,003,464 | \$129,543,533 | \$133,429,839 | \$137,432,734 | \$651,922,771 |
| Indirect Impact | | | | | | |
| - Region (2.64 Multiplier) | \$328,714,848 | \$335,289,145 | \$341,994,928 | \$352,254,776 | \$362,822,419 | \$1,721,076,115 |
| - State (3.14 Multiplier) | \$389,726,316 | \$397,520,842 | \$405,471,259 | \$417,635,397 | \$430,164,459 | \$2,040,518,273 |
| TOTAL Indirect Impact | \$718,441,164 | \$732,809,987 | \$747,466,187 | \$769,890,173 | \$792,986,878 | \$3,761,594,389 |
| Employment Growth (Regional) | 11,550 | 13,137 | 14,756 | 16,424 | 18,142 | 6,593 |
| TOTAL Impact | \$842,954,364 | \$859,813,451 | \$877,009,720 | \$903,320,012 | \$930,419,612 | \$4,413,517,160 |

TABLE 2
Estimated Economic Performance for Southern Maryland
with Implementation of the SMHA Heritage Tourism Management Plan

| | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | 5 Yr Total |
|-----------------------------------|----------------------|----------------------|----------------------|----------------------|------------------------|------------------------|
| Visitor Expenditures | | | | | | |
| Visitors | 676,481 | 710,305 | 767,129 | 843,842 | 928,227 | 3,925,985 |
| Increase Factor | 5% | 5% | 8% | 10% | 10% | |
| Avg. Per HH Trip Expenditure | \$128,335,567 | \$134,752,345 | \$145,532,532 | \$160,085,786 | \$176,094,364 | \$744,800,594 |
| TOTAL Visitor Expenditures | \$128,335,567 | \$134,752,345 | \$145,532,532 | \$160,085,786 | \$176,094,364 | \$744,800,594 |
| Indirect Impact | | | | | | |
| - Region (2.64 Multiplier) | \$322,672,472 | \$338,805,896 | \$355,746,165 | \$373,533,849 | \$392,210,517 | \$1,782,968,899 |
| - State (3.14 Multiplier) | \$383,784,683 | \$402,973,679 | \$423,122,333 | \$444,278,897 | \$466,492,812 | \$2,120,652,404 |
| TOTAL Indirect Impact | \$706,457,155 | \$741,779,575 | \$778,868,498 | \$817,812,746 | \$858,703,329 | \$3,903,621,303 |
| Employment Growth (Regional) | 11,597 | 13,282 | 15,101 | 17,102 | 19,303 | 7,706 |
| TOTAL Impact | \$834,792,722 | \$876,531,920 | \$924,401,030 | \$977,898,532 | \$1,034,797,693 | \$4,648,421,897 |

TABLE 3
Comparison of Economic Impact with and without Plan Implementation - Five-Year Totals

| | Without Implementation | With Implementation | SMHA Heritage Tourism Management Plan Impact |
|-----------------------------------|-------------------------------|----------------------------|---|
| Total Visitors | 3,440,704 | 3,925,985 | 485,281 Visitors |
| Total Visitor Expenditures | \$651,922,771 | \$744,800,594 | \$92,877,823 Visitor Spending |
| Indirect Impact - Regional | \$1,721,076,115 | \$1,782,968,899 | \$61,892,784 Indirect Impact on Regional Economy |
| Indirect Impact - State | \$2,040,518,273 | \$2,120,652,404 | \$80,134,131 Indirect Impact on State Economy |
| Total Employment Growth | 6,593 | 7,706 | 1,113 Jobs |

Additional Potential Sources of Income

A survey of Southern Maryland tourism organizations indicated that 231,570 people attended special events and festivals in Calvert, Charles, and St. Mary’s Counties during 2001. The proposed project to promote the sale of “Everything Southern Maryland” merchandise in the Heritage Area includes selling “Everything Southern Maryland” merchandise at special events and festivals. In Table 3, three revenues scenarios are illustrated for projected average per person purchase amounts: \$5.00, \$10.00, and \$20.00. Attendance figures are based on a starting figure of 231,570 (2001 attendance), and increase at the same rate projected in Table 2: 5 percent in Years 1 and 2, 8 percent in Year 3, and 10 percent in Years 4 and 5. The table conservatively estimates that 5% of attendees at special events and festivals will purchase SMHA merchandise.

TABLE 20-4
Projected Revenues from Sale of SMHA Merchandise at Special Events & Festivals

| YEAR | Average Per Person Purchase \$5.00 | Average Per Person Purchase \$10.00 | Average Per Person Purchase \$20.00 |
|---------------------------------|---|--|--|
| Year 1 | \$60,787 | \$121,575 | \$243,148 |
| Year 2 | \$63,827 | \$127,653 | \$255,306 |
| Year 3 | \$68,933 | \$137,865 | \$275,730 |
| Year 4 | \$75,826 | \$151,652 | \$303,303 |
| Year 5 | \$83,408 | \$166,817 | \$333,633 |
| Total Projected Revenues | \$352,780 | \$705,561 | \$1,411,120 |

Summary

As summarized in the tables above, implementation of the Heritage Tourism Management Plan is projected to have a significant positive economic impact in Southern Maryland and the State of Maryland. Additional new visitors anticipated as a result of the implementation of the SMHA Heritage Tourism Management Plan are expected to number 186,951 over the five-year start-up period. New visitor expenditures as a result of the Plan's implementation are projected to be \$92,877,823 over the five-year period. These sales in turn are projected to generate an additional \$61,892,784 in the regional economy and an additional \$80,134,131 statewide.

Implementation of the Plan is also expected to result in the creation of 1,113 new jobs in the region. Included in regional and state "ripple effect" (multipliers) are estimates of county and state income tax revenues, which are expected to increase over the five-year period by \$777,904 and \$1,194,640, respectively, as a result of growth of employment, income, and tax revenues with implementation of the Plan. Sales of SMHA "Everything Southern Maryland" merchandise have the potential to bring an increase of between approximately \$350,000 and \$1.4 million in additional revenues to the Heritage Area as well, demonstrating that there is the potential for a substantial return on the investment being requested of the MHAA.

Performance Indicators

The Southern Maryland Heritage Area Consortium will use a number of indicators to measure the level of performance of the Heritage over time. In Table 5 these indicators, or performance measures, are shown together with the sources that will provide and compile data, the MHAA performance goal that is measured by each indicator, and the data reporting cycle of each indicator. 2000/FY2001 indicators are also provided in the table to be used as baseline performance measures.

**TABLE 20-5
SOUTHERN MARYLAND HERITAGE AREA
PERFORMANCE MEASURES – BASELINE STATISTICS 2000/FY 2001**

| PERFORMANCE MEASURES | ENTIRE CHA | GOALS* | DATA SOURCE | COMPILER | REPORTING CYCLE TO MHAA |
|--|------------------------|---------------|--------------------|----------------------|--------------------------------|
| Employment | | | | | |
| Total Number of Jobs (2000) | | 2, 6 | DLLR | DHCD | ANNUAL BY MONTH |
| Calvert | 25,900 | | | | |
| Charles | 50,100 | | | | |
| St. Mary's | 49,600 | | | | |
| TOTAL | 125,600 | | | | |
| Accommodations | | | | | |
| Hotel/Motel Tax Collected (FY 2001) | | 2, 5 | MD COMPT | DHCD | ANNUAL BY MONTH |
| Calvert (n/a) | | | | | |
| Charles (5%) | \$638,054 | | | | |
| St. Mary's (5%) | \$301,441 | | | | |
| TOTAL | \$939,495 | | | | |
| Length of Stay (DAYS) | 2.8 | 2, 5 | SURVEY | MNGMNT ENTITY | ANNUAL BY MONTH |
| Visitation | | | | | |
| Admission and Amusement Tax Collected (FY 2001) | | 2 | MD COMPT | DHCD | ANNUAL BY MONTH |
| Calvert (1%) | \$76,594 | | | | |
| Charles (10%) | \$748,473 | | | | |
| St. Mary's (2%) | \$85,340 | | | | |
| TOTAL | \$910,407 | | | | |
| Total Museum Visits (2000) | 241,638 | 4 | SURVEY | MNGMNT ENTITY | ANNUAL BY MONTH |
| Total Visits - other relevant anchor attractions (2000) | 1,129,877 | 2 | SURVEY | MNGMNT ENTITY | ANNUAL BY MONTH |
| Purchases | | | | | |
| Restaurant Meals | HA, TZ | 2 | MD COMPT | DHCD | ANNUAL BY MONTH |
| Calvert | \$53,288,340 | | | | |
| Charles | | | | | |
| St. Mary's | | | | | |
| TOTAL | | | | | |
| Retail Sales (FY01)** | | 2 | MD COMPT | DHCD | ANNUAL BY MONTH |
| Calvert | \$621,093,000 | | | | |
| Charles | \$1,762,411,000 | | | | |
| St. Mary's | \$859,856,000 | | | | |
| TOTAL | \$3,243,360,000 | | | | |
| Total Tourism Expenditures (FY 2001) | | | | | |
| Calvert | \$49,560,000 | | | | |
| Charles | \$64,640,000 | | | | |
| St. Mary's | \$31,330,000 | | | | |
| TOTAL | \$145,530,000 | | | | |
| TOTAL PURCHASES | \$3,388,890,000 | | | | |

**TABLE 20-5
SOUTHERN MARYLAND HERITAGE AREA
PERFORMANCE MEASURES – BASELINE STATISTICS 2000/FY 2001**

| PERFORMANCE MEASURES | ENTIRE CHA | GOALS* | DATA SOURCE | COMPILER | REPORTING CYCLE TO MHAA |
|--|----------------------|----------------|--------------------|----------------------|--------------------------------|
| Construction Activity | | | | | |
| Building Permits Issued (2000) | 3,327 | 1, 2, 6 | LOCAL GOVT | MNGMNT ENTITY | ANNUAL BY MONTH |
| Calvert | 931 | | | | |
| Charles | 1,233 | | | | |
| St. Mary's | 1,163 | | | | |
| Total Construction Expenditure (Value) (2000) | \$364,534,340 | 2 | LOCAL GOVT | MNGMNT ENTITY | ANNUAL BY MONTH |
| Calvert | \$129,962,443 | | | | |
| Charles | \$174,042,352 | | | | |
| St. Mary's | \$60,529,545 | | | | |
| Certified Rehab Completed | HA, TZ | 1, 2, 6 | DHCD | DHCD | ANNUAL BY MONTH |
| Total Certified Rehab Expenditures | HA, TZ | 2 | DHCD | DHCD | ANNUAL BY MONTH |
| Business Creation | | | | | |
| Businesses Created | HA, TZ | 2, 6 | DLLR | DHCD | ANNUAL BY MONTH |
| Interpretation | | | | | |
| New or Improved Exhibits | HA | 1, 4 | SURVEY | MNGMNT ENTITY | ANNUAL BY MONTH |
| Protections | | | | | |
| Listed Structures | HA | 3 | SURVEY | MNGMNT ENTITY | ANNUAL |
| Protected Open Space (Acres) | 123,076 | 3 | SURVEY | MNGMNT ENTITY | ANNUAL |
| Calvert | 41,588 | | | | |
| Charles | 50,900 | | | | |
| St. Mary's | 30,588 | | | | |
| | 123,076 | | | | |

***GOALS OF THE MARYLAND HERITAGE PRESERVATION AND TOURISM AREAS PROGRAM**

1. 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.
2. To increase the economic activity associated with tourism, creating opportunities for small business development, job growth, and a stronger tax base.
3. 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.
4. 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.
5. 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.
6. To balance the impact of tourism activity with the quality of life enjoyed by residents.
7. To accomplish these goals via partnerships among local and regional leaders, non-profit organizations, businesses, and state agencies.

**Retail Sales Totals Source: Sales & Marketing Management Magazine Annual Survey of Buying Power, Calvert County State of the Economy 2002.

Appendix A
Key Heritage Resources

Key Heritage Resources

Key resources are divided into five categories: archeological, architectural, cultural, historical, and natural. They are listed by historical period to follow the timeline established in Section 2, Historical Perspective.

Key Archeological Resources

(Note: There are thousands of documented archeological sites in Southern Maryland: 490 sites in Charles County, 1,962 in Calvert County, and 4,236 sites in St. Mary's County.)

Key Archeological Resources (Pre-1634):

- Abells Wharf Archeological Site (St. Mary's County)
- Calvert Cliffs State Park (Calvert County)
- Patterson's Archeological District (Calvert County)
- Purse State Park (Charles County)

Key Archeological Resources (1634-1774)

- Sister's Freehold Archeological District (St. Mary's County)
- Mattapan-Sewall Archeological Site (St. Mary's County)

Key Archeological Resources (1775-1815)

- Chesapeake Flotilla (Patuxent River)

Key Archeological Resources (1815-1860)

- Susquehanna, site of Carroll family antebellum plantation (St. Mary's County)

Key Archeological Resources (1860-1865)

Key Archeological Resources (1865-1920)

- Mallow's Bay Historic Shipwreck Preserve (Potomac River)

Key Archeological Resources (1920-1941)

Key Archeological Resources (1941-Present)

- Black Panther Historic Shipwreck Preserve (Potomac River)

Key Architectural Resources

Key Architectural Resources (1634-1774):

- Acquinsicke (Charles County)
- All Saints Episcopal Church (Calvert County)
- Araby (Charles County)
- Cedar Hill (Calvert County)
- Christ Church (Charles County)
- Christ Episcopal Church (Calvert County)
- Christ Church (Charles County)
- Christ Church (Charles County)
- Cornehill (Calvert County)
- Friendship House (Charles County)
- Grahame House/Patuxent Manor (Calvert County)
- La Grange (Charles County)
- La Veille (Calvert County)
- Linden (Charles County)
- Maidstone (Calvert County)
- Marshall Hall (Charles County)
- Mattapany-Sewell Manor (St. Mary's County)
- Middleham Episcopal Chapel (Calvert County)
- Morgan Hill Farm (Calvert County)
- McPherson's Purchase (Charles County)
- Oakland (Charles County)
- Oldfields Chapel (Charles County)
- Pleasant Hill (Charles County)
- Preston-On-The-Patuxent (Calvert County)
- Retreat (Charles County)
- Rose Hill (Charles County)
- Sandgates on Cat Creek (St. Mary's County)
- Sarum (Charles County)
- Smallwood's Retreat (Charles County)
- Sommerville House (St. Mary's County)
- Sotterley Plantation (St. Mary's County)
- Spye Park (Charles County)
- St. Ignatius Church (Charles County)
- St. Joseph's Church (Charles County)
- St. Mary's Church (Charles County)
- St. Peter's Church (Charles County)
- Stagg Hall (Charles County)
- Summerseat (St. Mary's County)
- Thainston (Charles County)
- Timber Neck Farm (Charles County)

- Trinity Church Charles County)
- Truman's Place (Charles County)
- Tudor Hall (St. Mary's County)
- Waverley (Charles County)
- West St. Mary's Manor (St. Mary's County)

Key Architectural Resources (1775-1815):

- Cecil's Old Mill (St. Mary's County)
- Locust Grove (Charles County)
- Mount Aventine (Charles County)
- Oak Grove (Charles County)
- Sotterley Plantation outbuildings (St. Mary's County)
- St. Andrew's Church (St. Mary's County)
- Taney Place (Calvert County)
- Willow Glenn (Calvert County)

Key Architectural Resources (1815-1860):

- Calverton Manor tobacco barn (Calvert County)
- Cedar Grove (Charles County)
- Cove Point Lighthouse (Calvert County)
- Green's Inheritance (Charles County)
- Hallowing Point Park tobacco barn (Calvert County)
- Linden (Calvert County)
- Johnstontown (Charles County)
- Mount Air (Charles County)
- Mt. Hope United Methodist Church (Calvert County)
- Oakland (Charles County)
- Piney Point Lighthouse (St. Mary's County)
- Point Lookout Lighthouse (St. Mary's County)
- Rich Hill (Charles County)
- Rosedale Manor House (St. Mary's County)
- Rosemary Lawn (Charles County)
- Smallwood's Retreat tobacco barn (Charles County)
- Sotterley slave cabin (St. Mary's County)
- The Hermitage (Charles County)
- The Lindens (Charles County)
- Widow's Pleasure (Charles County)

Key Architectural Resources (1865-1920):

- Benedict Colored School (Charles County)
- Chesapeake Beach Railway Station (Calvert County)
- *Dee of St. Mary's* (Calvert County)

- Drayden African American Schoolhouse (St. Mary's County)
- Drum Point Lighthouse (Calvert County)
- Greenwell State Park tobacco barn (St. Mary's County)
- Joseph D. Lyons House (Calvert County)
- La Plata Railway Station (Charles County)
- Lower Marlboro United Methodist Church (Calvert County)
- Millbrook Grist Mill (Charles County)
- One Room Schoolhouse (Calvert County)
- Scotland African-American Schoolhouse (St. Mary's County)
- Steamboat wharves, terminals and landing sheds located along various Southern Maryland shorelines
- Sotterley Farm (St. Mary's County)
- *Wm. B. Tennison* (Calvert County)

Key Architectural Resources (1920-1941):

- Central School (Calvert County)
- Gov. Harry W. Nice Memorial Bridge (Potomac River)
- J. C. Lore Oyster House (Calvert County)
- Kabin-On-A-Korner Tavern (Charles County)
- Oyster packing facility (St. Mary's County)
- Pearson Pavilion (St. Mary's County)
- Port Republic School No. 7 (Calvert County)
- St. Leonard Polling House (Calvert County)

Key Architectural Resources (1941-Present):

- Gov. Thomas Johnson Memorial Bridge (Patuxent River)

Key Cultural Resources

Key Cultural Resources (Pre-1620)

- European exploration (personalities such as Captain John Smith) and areas of encounter with Native American tribes
- Indigenous Native American tribes (such as the Piscataways) and remnants of their culture along the Potomac and Patuxent Rivers

Key Cultural Resources (1634-1774)

- 17th and 18th century plantation life
- African American role in the voyage of *Ark* and *Dove* and the settlement of the colony (Mathias de Sousa)
- Catholic and Protestant influences on laws and social norms

- Commerce and Industry: shipping, innkeeping, and the growth of the “Merchant Class”
- Cultural folk beginnings with other religious immigrant groups, such as the Quakers
- Cultural conflicts stemming from religious intolerance, culminating in Ingle’s Rebellion in 1642 and the overthrow of the Catholic government in 1689
- English cultural influences on St. Mary’s City, Chaptico, Seymour Town (Leonardtown), and other early settlements
- Institution of slavery in Southern Maryland and its rapid expansion

Key Cultural Resources (1775-1815)

- The impact of siege on everyday life
- The sacrifices of war

Key Cultural Resources (1815-1860)

- Antebellum society
- Glamour of the steamboat era

Key Cultural Resources (1860-1865)

- African American slaves reborn as American soldiers
- Confederate culture in a Union state

Key Cultural Resources (1865-1920)

- African Americans building schools, seeking better quality of life, facing obstacles from government and white Southern Marylanders
- Indigenous Bay working crafts (shipbuilding, net knitting, crab pot making, crab picking)
- Unique culture of Southern Maryland watermen’s communities (shipbuilding/fishing villages - Solomons, Benedict, Piney Point, Cobb Island, St. George’s Island and Broome’s Island; fishing shanties at Flag Ponds Park)

Key Cultural Resources (1920-1941)

- Emergence of Amish and Mennonite traditions and cultures in Southern Maryland
- More mobile society (gasoline engines in boats, the automobile, paved roads)
- Resort lifestyles (bandstands, roller coasters, boardwalks, hotels and boarding houses, Southern Maryland cuisine)

Key Cultural Resources (1941-Present)

- Towns made or reborn by the energetic industry of war (Indian Head, Solomons, Patuxent Naval Air Station)
- Legalized gambling brings casinos, nightclubs, celebrities, and fleeting fame to Southern Maryland
- Farm stands and Amish markets selling produce and local crafts
- New awareness and appreciation of Bay's and rivers' unique and fragile ecosystems and wildlife (Zekiah Swamp, Nanjemoy Creek, bald eagle populations)
- Agriculture at a crossroads: the tobacco debate

Key Historical Resources

Among the SMHA's important key historical resources are several local and National Register Historic Districts, and one National Historic Site, The Thomas Stone National Historic Site, in Charles County. Historic Districts include:

- Benedict Historic District; Charles County
- Bryantown Historic District; Charles County
- Cecil's Mill Historic District; St. Mary's County
- Charlotte Hall Historic District; St. Mary's County
- Lower Marlboro Historic District; Calvert County
- Port Tobacco Historic District; Charles County
- St. Clement's Island Historic District; St. Mary's County
- St. Mary's City Historic District; St. Mary's County

Key Historical Resources (Pre 1634)

- Native American villages and hamlets situated throughout the Southern Maryland region

Key Historical Resources (1634-1774)

- St. Clement's Island (St. Mary's County)
- *Maryland Dove* (St. Mary's County)
- The formation of St. Mary's City and surrounding areas (St. Mary's County)
- Father Andrew White's documentation of the voyage of *Ark* and *Dove* and the settlement of St. Mary's City (St. Mary's County)
- Early trade routes, ferry systems, town wharves, and ports of entry located along the Chesapeake Bay and the tributaries of Southern Maryland
- Churches:
 - All Saints Episcopal Church (Calvert County)
 - All Faith Episcopal Church (St. Mary's County)
 - Christ Church (Calvert County)
 - Christ Church Parish (Calvert County)
 - Durham Parish (Charles County)

- Middleham Chapel (Calvert County)
- Port Tobacco Parish (Charles County)
- St. Andrews Episcopal Church (St. Mary's County)
- St. Ignatius Church (Charles County)
- St. Ignatius Church (St. Mary's County)
- St. Mary's Chapel (St. Mary's County)
- Early Towns:
 - Benedict (Charles County)
 - Bryantown (Charles County)
 - Chaptico (St. Mary's County)
 - Charlotte Hall (St. Mary's County)
 - Lower Marlboro (Calvert County)
 - Port Tobacco (Charles County)
 - Seymour Town (St. Mary's County)
 - St. Mary's City (St. Mary's County)
- Early industries such as tobacco farming and shipping
- Tobacco barns
- Ordinaries and taverns, such as Farthing's Ordinary (St. Mary's County)
- Mattapany-Sewell Manor (St. Mary's County)
- Sotterley Plantation (St. Mary's County)
- Haberdeventure (Charles County)
- Charles' Gift (Calvert County)
- Tudor Hall (St. Mary's County)
- Preston-On-Patuxent (Calvert County)
- Friendship House (Charles County)
- Noted persons such as the 1st and 2nd Lords Baltimore, the Calvert family, the Plater family (Sotterley), Mathias de Sousa, Margaret Brent, and Father Andrew White

Key Historical Resources (1775-1815)

- The Chesapeake Bay and the tributaries of Southern Maryland as thoroughfares for troop movements and sites of numerous activities/battles during the Revolutionary War and the War of 1812
- The troops of the Maryland "400"
- The Battle of Cedar Point (St. Mary's County)
- The 1st and 2nd Battles of St. Leonard's (Calvert County)
- The towns and farms on the Patuxent River between St. Leonard's and Lower Marlboro, where the British shelled the countryside after the 1st Battle of St. Leonard's (Calvert County)
- Community and town roles during the Revolutionary War and the War of 1812
- The destruction of Calverton (War of 1812) (Calvert County)
- The Ships of the Chesapeake Flotilla (War of 1812)
- The British landing site at Benedict and the beginning of the march to Washington (War of 1812) (Charles County)

- Smallwood's Retreat (Charles County)
- *Chesapeake* and *Surprise*, first steamboats on Chesapeake Bay and Patuxent River
- Mount Carmel Monastery (Charles County)
- Early mills, such Millbrook Grist Mill (Charles County) and textile mills, such as Cecil's Old Mill (St. Mary's County)
- Noted persons such as Thomas Stone, Gen. William Smallwood, and Capt. Joshua Barney

Key Historical Resources (1815-1860)

- Steamboats and steamboat companies (Weems Steamboat Company, Washington Steamship Lines)
- Steamboat routes, terminals, piers, wharves and landings along Chesapeake Bay and tributaries in Southern Maryland
- Cove Point Lighthouse (Calvert County)
- Josiah Henson autobiography: "*Truth Stranger Than Fiction: Father Henson's Story of His Life*"
- Tobacco Barns, including Hallowing Point Park barn and Calverton Manor barn (Calvert County)
- Percy Howard Farm (Calvert County)
- Point Lookout Lighthouse (St. Mary's County)
- Piney Point Lighthouse (St. Mary's County)
- Noted persons such as Josiah Henson, Harriet Beecher Stowe and the Briscoe and Kane families (Sotterley Plantation)

Key Historical Resources (1860-1865)

- Substantial slave population in Southern Maryland, with largest concentrations on largest plantations
- Camp Stanton (Charles County)
- 19th and 30th Regiments of the U.S. Army Colored Infantry
- Point Lookout Confederate Prison (St. Mary's County)
- Hammond Hospital (St. Mary's County)
- Bryantown Tavern (Charles County)
- Mudd Farmhouse (Charles County)
- Booth's escape route through Southern Maryland to Potomac River (Charles County)
- Pennsylvania Railroad's La Plata train station (Charles County)
- Noted persons such as John Wilkes Booth, Dr. Samuel Mudd, and Mary Surratt

Key Historical Resources (1865-1920)

- Seafood processing houses and canneries
- Joseph Lore Oyster House (Calvert County)
- Emergence of indigenous Bay watercraft, including bugeyes and skipjacks
- Chesapeake Bay bugeye *Wm. B. Tennison* (Calvert County)
- Chesapeake Bay skipjack *Dee of St. Mary's* (Calvert County)

- Burgeoning shipbuilding industry (Calvert County)
- M.M. Davis Shipyard (Calvert County)
- Tobacco barns
- Waldorf and Huguesville tobacco auctions (Charles County)
- Lemuel Wallace Farm (Calvert County)
- Drayden African American Schoolhouse (St. Mary's County)
- Benedict Colored School (Charles County)
- One Room Schoolhouse (Calvert County)
- Saunders House (Calvert County)
- Linden (Calvert County)
- T. Rayner Wilson Blacksmith Shop (Calvert County)
- Washington and Chesapeake Beach Railway Company (Calvert County)
- Southern Maryland as summer resort, including Bay and riverside towns such as Chesapeake Beach, Solomon's, Piney Point, Fenwick, Benedict, and Colton's Point
- Locust Inn (Calvert County)
- Noted persons such as Matthew Henson

Key Historical Resources (1921-1941)

- Development of paved road system throughout Southern Maryland as a result of automobile boom
- New industry of small businesses catering to motoring public, including gas stations, stores and restaurants
- Pisgah gas station (Charles County)
- Leo C. Bowie's General Store (Charles County)
- Kabin-On-A-Korner Tavern (Charles County)
- Emergence of Bay watercraft converted from sail to power, including draketails, motorized skiffs, and skipjacks with push boats
- Central School (Calvert County)
- Bootlegging on Southern Maryland rivers and creeks
- Elmer C. Gott Cross-Gable - the Berry Patch (Calvert County)
- Indian Head Naval Powder Factory (Charles County)
- Patuxent Naval Air Station (St. Mary's County)
- Dowell Amphibious Training Station (Calvert County)

Key Historical Resources (1941-Present)

- Corner Tavern (Patuxent)
- The Navy's legacy in Southern Maryland
- Oral histories, such as the culture of fishing villages, life on a Southern Maryland plantation, etc.
- The construction of US I-95 and US Route 301
- Nightclubs and casinos along the 301 "strip" (Charles County)
- The Wigwam (Charles County)
- Stardust Motel and Lounge (Charles County)

- Martha Washington Hotel (Charles County)
- Heidelberg Hotel (Charles County)
- The Chesapeake Bay clean-up initiatives of the 1960's, 70's, 80's and 90's
- The Calvert Marine Museum (Calvert County)
- Jefferson Patterson Park and Museum (Calvert County)
- The Chesapeake Beach Railway Museum (Calvert County)
- The Thomas Stone National Historic Site (Charles County)
- The Naval Air Test & Evaluation Museum (St. Mary's County)
- Point Lookout State Park (St. Mary's County)
- Piney Point Lighthouse Park and Museum (St. Mary's County)
- St. Clement's Island - Potomac River Museum (St. Mary's County)
- Thomas Stone National Historic Site (Charles County)
- Smallwood State Park (Charles County)

Key Natural Resources

The region's varied topography, characterized by gently rolling hills along the shores of the Potomac River in Charles County to the steep cliffs that border parts of Calvert County along the Chesapeake Bay, provides the SMHA with a stunning natural landscape. Notable among the region's many natural areas are the Zekiah Swamp, Nanjemoy Marsh, Battle Creek Cypress Swamp, and the Calvert Cliffs.

Formed during the Miocene Epoch (10-25 million years ago), the Calvert Cliffs were once the bottom of a shallow warm sea that predated the Chesapeake Bay and covered most of the present land area of Southern Maryland. Gradual erosion over millions of years has exposed the cliffs, and now they stand over one hundred feet above the water in some places. The fossils of over 600 species of animals have been discovered in them, making Calvert Cliffs the most extensive collection of Miocene deposits in the eastern United States. Most of the shoreline containing the cliffs is privately owned, however a stretch of a little over one mile in length is accessible to the public and to researchers. It is part of the 1,400 acre Calvert Cliffs State Park, which also includes forests, ponds, creeks, and marshlands.

Battle Creek Cypress Swamp contains the northern most stand of bald cypress trees in the United States. The swamp is estimated to be 10,000 years old; some of the cypress trees still standing in it today are over 1,000 years old. Now part of a 100-acre protected sanctuary, Battle Creek Cypress Swamp is accessible to the public through trails and the sanctuary's Nature Center exhibits.

Nanjemoy Marsh is home to one of the largest colonies of great blue herons on the East Coast and is an important overwintering site for waterfowl and Bald Eagles. The 1000-acre Nanjemoy Creek Great Blue Heron Sanctuary is open only to researchers and a small number of guided tours to prevent disturbing the fragile heron habitat.

The Zekiah Swamp contains wetlands that are considered by the Smithsonian Institution to be one of the most ecologically important areas on the East Coast. The headwaters of the swamp are located in the Cedarville State Forest; Zekiah Swamp Run forms the headwaters of the Wicomico, a State Scenic River. Access to the Zekiah is possible along Cedarville's Swamp Trail, however, large sections of the swamp are privately owned and are not open to the public. Canoeing or kayaking through the swamp is possible on Allens Fresh Run, which is accessible via a boat launch ramp at Allens Fresh.

The Potomac and Patuxent Rivers are the largest tributaries in the SMHA. The Wicomico, Port Tobacco, and St. Mary's rivers are also significant tributaries. There are also a number of bays in the SMHA; St. Clements Bay and Breton Bay are the two largest.

Key Natural Resources:

- The Chesapeake Bay
- The Potomac River
- The Patuxent River
- The Wicomico River, a designated State Scenic River
- Numerous large creeks, including the Port Tobacco and St. Mary's rivers, Nanjemoy Creek, Mattawoman Creek, Chicamuxen Creek, St. Leonard's Creek, Back Creek, Mill Creek, St. John's Creek, St. George Creek, Piney Point Creek, St. Jerome Creek, Jutland Creek, Smith Creek, and Herring Creek
- Numerous small bays, including St. Clements Bay, Breton Bay, Chaptico Bay, Herring Bay, Wades Bay, Mallows Bay, and Jack Bay
- Zekiah Swamp
- Nanjemoy Marsh
- Battle Creek Cypress Swamp
- American Chestnut Land Trust
- Hellen Creek Hemlock Preserve
- Academy of Natural Sciences' Estuarine Research Center (St. Leonard)
- Topography, such as the Calvert Cliffs and the high bluffs along the Potomac River and its tributaries in Charles County
- Flora, such as forested areas and wetlands, and fauna, including the blue heron and bald eagle
- Unspoiled farmlands and agricultural landscapes, such as original farmlands, property lines, and woodland edges
- Indian Head, Leonardtown, Solomons, Chesapeake Beach, and North Beach waterfront areas
- Protected public lands and natural heritage areas such as Cedarville State Forest, Doncaster State Forest, Smallwood State Park, Purse State Park, Chapel Point State Park, Piscataway Park, St. Mary's State Park, Myrtle Point Park, St. Mary's River Watershed Park, Greenwell State Park, St. Clements Island State Park, Calvert Cliffs State Park, Chancellors Point Natural Historic Area, Jefferson Patterson Park, King's Landing Park, Flag Ponds Park and Thomas Stone National Historic Site

- Scenic road networks
- Waterfront and landscape vistas from high grounds and bridges
- Natural Environment, Natural Resource Management, and Wildlife Management Areas, including Mattawoman Natural Environment Area, Myrtle Grove Wildlife Management Area, Chicamuxen Wildlife Management Area, Patuxent Vista and Patuxent River Natural Resource Management Area, Zekiah Swamp Natural Environment Area, and Elms Wildlife Management Area

Recreation Resources

Recreational land use includes municipal, county, and state parks, trails, and open spaces. Some recreational resources are available to the public and some are private. In addition to park and open space land there are 30 public boat launches located in the Southern Maryland Heritage Area.

State Parks

In St. Mary's County, Point Lookout State Park (1,036 acres) offers a visitors' center and museum, as well as 143 campsites, three fishing areas (one of which is a 710 foot pier over the Chesapeake Bay), picnic areas, swimming areas, 200 acres for deer hunting, and a boat launch facility. St. Mary's River State Park (2,176 acres) is separated into two areas, Sites 1 and 2. Site 1 area includes St. Mary's Lake (250 acres), a designated trophy bass lake popular for freshwater fishing. An 11.5 mile trail runs around the lake so fishing is possible from shore or by boat. The trail is also used for hiking, biking and horseback riding. Site 1 also includes boat launch ramps and picnic areas. Site 2 covers approximately 2,200 acres and is primarily undeveloped. It is a wildlands area and hunting for small game such as rabbit, squirrel, and white-tailed deer is permitted. Greenwell State Park (596 acres), located on the Patuxent River, provides ten miles of marked hiking, biking, and equestrian trails, as well as a fishing pier, hunting areas, picnic areas, and a public beach. St. Clement Island State Park (40 acres) is the county's smallest state park and is accessible only by boat. Boat tours to the Island are offered on a weekend schedule by the Potomac River Museum. The park offers fishing, hiking trails, hunting, picnicking, and open-air pavilions.

In Calvert County, Calvert Cliffs State Park (1,313 acres) offers camping, a one-acre freshwater pond for fishing, hiking trails, picnicking, and fossil hunting along the cliffs/beach area. Visitors may hunt for fossils on the open beach area and keep what they find. Also in Calvert County is The Southern Maryland Recreational Complex (930 acres), located within the Patuxent River Natural Resource Management Area, is undeveloped but accessible for hiking, bird watching, fishing and hunting, including a special area for handicapped hunters.

In Charles County, Cedarville State Forest (3,510 acres) is the largest state park. The Piscataway Indian tribe wintered here because of the mild climate and abundance of game, and the

headwaters of the Zekiah Swamp are located here. In 1933, the Civilian Conservation Corps, under the direction of President Franklin D. Roosevelt, developed roads and trails through the forest. Today, a network of 19.5 miles of marked trails are used for hiking, biking, and horseback riding. The park also features a freshwater fishery facility with display tanks that contain a variety of fish and turtles. Smallwood State Park (629 acres) offers fishing from the shore of Mattawoman Creek or from several stationary piers located at Sweden Point Marina. The park also features camping and picnic areas, a 2-mile long trail system, the historic Smallwood Retreat House, a 19th century tobacco barn, and self-guided birding tours. Purse State Park is located on the Potomac River on Wades Bay. The park is a wooded, undeveloped area primarily used for hunting, birdwatching, fishing and fossil hunting. Fossilized sharks teeth, bones and shell fragments are often found at low tide in the rocks and sand along the waters edge. Chapel Point State Park (600 acres) is an undeveloped, multi-use park located on the Port Tobacco River. A waterfront area offers fishing, and has a sand launch area for small boats, canoes and kayaks, and personal watercraft. Hunting for quail, squirrels, doves, rabbits, white-tailed deer, wild turkey and waterfowl is also permitted in the park. There are four permanent waterfowl blinds available for use, as well as has a small handicap hunting area. Chapel Point also has a new paddle-in campsite available by permit only.

Land and Water Trails

Land and water trails are another recreation resource in the SMHA. The Potomac River Water Trail winds its way around the shorelines of Southern Maryland, providing boaters a tour of the region from a unique, waterside perspective. Visitors wishing to see bald eagles can paddle portions of the Zekiah Swamp along Allens Fresh Run, and the Nanjemoy Marsh, along Nanjemoy Creek. Hiking and/or biking trails are available at Thomas Stone National Historic Site, Calvert Cliffs State Park, Jefferson Patterson Park, Greenwell State Park, Point Lookout State Park, Smallwood State Park, St. Clement's Island State Park, St. Mary's River State Park. In addition to park trails, there are a number of hiking and equestrian trails in other protected lands, including Chicamuxen Wildlife Management Area, Myrtle Grove Wildlife Management Area, and Doncaster Forest.

There are a number of large county parks with excellent facilities within the Southern Maryland Heritage Area, such as Friendship Farm Park in Charles County, which offers kayak and canoe launch facilities and is a major nesting site for bald eagles, and Flag Ponds Park, in Calvert County, which offers a nature center, long boardwalks through woods and wetlands, a sandy beach, and exhibits on Flag Pond's history as a shanty village for pound-net fishermen. The SMHA also contains numerous municipal, community, and neighborhood parks as well, which offer playgrounds, picnic areas, and athletic fields.

Listed below are additional key recreational resources located in the SMHA:

Key Recreation Resources

- Municipal and County Park and Recreation Facilities in Calvert County:

Fourth Street Park
Battle Creek Cypress Swamp and Nature Center
BGE Field
Breezy Point Park
Calvert Cliffs State Park
Cove Point Park
Dunkirk District Park
Flag Ponds Park
Friendship Pond Park
Hallowing Point Park
Holland Point Park
Jefferson Patterson Park and Museum
Kings Landing Park
Lynwood Kellam Memorial Recreational Park
Marley Run Park
Saint Leonard Recreation Area
Solomons Island Park

- Municipal and County Park and Recreation Facilities in Charles County:

Autumn Festival Park
Clark Run Nature Area
Friendship Farm Park
Gilbert Run Park
Girl Scouts of America Camp
Hughesville Pond Recreation Area
Laurel Springs Regional Park
Mattingly Park
Meekins Park
Oak Ridge Park
Pinefield Community Park
Piscataway Park
Ruth B. Swann Memorial Park
Southern Park
Tilghman Park
White Plains Regional Park
Woodland Village Park

- Municipal and County Park and Recreation Facilities in St. Mary's County

Chancellor's Run Regional Park
Fifth District Park
First District Park

George B. Cecil Memorial Park
James W. Henderson Park
Judge P.H. Dorsey Memorial Park
Laurel Grove Park
Seventh District Community Park
St. Clement Shores Park
St. Inigoes Recreation Area
St. Mary's City Park
St. Mary's Recreation and Parks Annex
Town Creek Park

- Campgrounds
- Charterboat fishing tours
- Fishing piers
- Hiking and biking trails
- Marinas
- Public beaches (North Beach, Chesapeake Beach Calvert Cliffs State Park in Calvert County; Elms's Beach and Point Lookout State Park in St. Mary's County)
- Public golf courses and sports complexes
- Public hunting lands
- Scenic road networks and vistas
- Water cruises and tours
- Breezy Point Beach and Campground (Calvert County)
- Bay Front Park (Calvert County)
- Battle Creek Nature Center (Calvert County)
- Black Panther shipwreck dive site (St. Mary's County)
- Chesapeake Beach Waterpark (Calvert County)
- Cornfield Maze (St. Mary's County)
- Maryland Int'l. Raceway, Potomac Speedway, Pro Nation Motocross (St. Mary's County)

Appendix B
Survey Of Heritage Organizations



REDMAN/JOHNSTON ASSOCIATES, LTD.

Comprehensive Planning - Community Development - Natural Resources Management

March 4, 2002

In February of 1997, Calvert, Charles, and St. Mary's Counties combined forces and resources to begin development of the Southern Maryland Heritage Area. In April, 1999, the Southern Maryland Heritage Area was granted Recognition Status by the State of Maryland, a major step towards Heritage Area Certification. The firm of Redman/Johnston Associates is currently assisting the counties in developing a tourism management plan for the Southern Maryland Heritage Area, which includes identifying the region's key historic, cultural, and natural resources (collectively known as heritage resources). Organizations that play a role in representing, preserving, promoting, or interpreting these resources will ultimately play a significant role as Partners in the Southern Maryland Heritage Area, and that is why we have contacted you.

What is the Maryland Heritage Area Program? Very simply, it combines preservation and tourism to enhance a community's economic activity and at the same time generate resources for historic and cultural preservation.

Southern Maryland's heritage tourism program will be managed according to a business plan that we are helping Calvert, Charles, and St. Mary's Counties to prepare. You are a potentially important partner and we need to know more about how you operate, your goals, projects, etc., so that we can build a responsive business strategy.

Please take a moment to answer the enclosed eight questions regarding your organization, and return your answers in the envelope provided. A member of our staff may be contacting you in the future for follow-up information regarding your answers. If you have any questions, please feel free to call us at 410-822-9630, or email us at lag@rja-ltd.com.

Thank you very much for your help.

1. Please briefly describe your organization's history, including:

- How long have you been operating?
- Why were you formed?

2. Please briefly describe your organizational structure, including:

- Are you non-profit, private, incorporated, educational, municipal, religious, etc.?
- Do you have a governing board or management entity?
- Regular operating hours?
- Annual operating budget?
- Funding sources?

3. Do you have a paid staff? If so:

- How many people?
- Are they full or part-time, year-round or seasonal?
- What are their responsibilities?

4. Do you have a volunteers? If so:

- How many?
- Are they full or part-time, year-round or seasonal?
- What are their responsibilities?

5. Please describe your existing facilities, programs, or events.

- Are they open to the public?
- Do they have a fee or cost?
- Are they available regularly on a weekly, monthly or yearly basis?
- Do you market or advertise them?
- How do you market or advertise them?

6. Are you planning any new facilities, programs, or events? If so, please describe.

7. Please describe, to the extent possible, your visitors or audience, including:

- How many do you have annually?
- Where do they come from (local residents (Charles, Calvert or St. Mary's), tourists, or both)?
- What is the overwhelming reason they come to you?
- Are they 'daytrippers' or overnighters or both? (If overnighters, where do they come from?)
- Are you a bus tour destination? (If so, about how many a year?)
- Who are they (families, senior citizens, young professionals, Gen-X, etc.)?

8. What other ways do you raise funds?
- Do you sell any products or services?
 - What are they?
 - What is the dollar amount of a typical sale?
 - Do you have a dues-paying membership?
 - Do you hold fundraising events?

Thank you for your help. The following information will help us update our database:

Organization Name _____

Contact Person(s) _____

Mailing Address _____

Telephone _____

Fax _____

Email _____

Website _____

Appendix C
Visitor Services/Business Questionnaire

Visitor Services/Business Survey Questionnaire
Southern Maryland Heritage Tourism Management Plan

- Name of Business and owner/representative surveyed

- What is the capacity of your facility? (Rooms, Seats, Slips, etc. _____
- How many do you employ (part and full-time)? _____
- What are the range of costs for rooms/meals at your facility? _____
- What you estimate to be your annual occupancy rate? _____
- Which seasons best support your business in occupancy or meals? _____
- Which seasons are worst for your business in occupancy or meals? _____
- What are your hours of operation? Do they change seasonally? _____

- Can you accommodate larger groups? (buses?, outings?) _____

- What percentage of your customer base is derived from:
Local Sources (in County) _____
Regional Sources (in 3 County area) _____
Washington Metropolitan area _____
Beyond the Metropolitan area _____

- Are there other facilities in the area that greatly influence your business. (e.g. Patuxent Naval Air Station or Marinas?) _____

- Does your business co-market/advertise jointly with other businesses or facilities or offer package services/deals with other businesses or attractions? If so which ones? _____

- Does your establishment regularly display materials promoting other attractions in the region? _____

- Is your business affiliated with a member of any travel industry associations? (e.g. AAA,

Diners Club, B&B Associations, etc.) If so which ones. _____

- Do you feel that your business benefits from the presence of other attractions in the region? _____ If so which ones? _____

- Why do you think attracts visitors to the area or what part of the areas image sells to visitors? _____

- Based on what you hear from customers what other attractions or support services/facilities are not available that would broaden their interest in visiting the region or better support their needs during their stay. _____

- Is there demand for additional facilities like your own? _____
- Is there demand for other business or visitor support facilities in the area (e.g. another B&B, Restaurant, public bathrooms, parking, visitor orientation facilities.?)

- What specific actions do you feel are most needed in the region to better support your business, encourage additional business or to generally promote tourism and visitor spending in the region? _____

Other Comments:

Appendix D
Project Assessment and Evaluation Criteria

SOUTHERN MARYLAND HERITAGE TOURISM MANAGEMENT PLAN PROJECT ASSESSMENT & EVALUATION CRITERIA

- Project/program is likely to provide a return on investment in heritage tourism or result in greater visitor spending.
- Project/program is likely to stimulate public community/neighborhood investment/reinvestment.
- Project/program is likely to stimulate private sector investment in real estate or new businesses/jobs.
- Project is ready to go. Plans have been developed and if funding were available the project could be completed in less than two years.
- Project has been fully conceptualized but no specific plans for construction have been developed.

Appendix E
Public Workshop Results

Charles County Workshop Results

| <u>Themes</u> | <u>Scoring</u> |
|---|----------------|
| <ul style="list-style-type: none"> • Nature & Experiential Tourism <ul style="list-style-type: none"> • Boardwalk Zekiah • Garden Tours | 33 |
| <ul style="list-style-type: none"> • Colonial Settlement <ul style="list-style-type: none"> • Explorer Spirit • Human Focus • Important People (Thomas Stone, Nathan Chapman) | 16 |
| <ul style="list-style-type: none"> • Agriculture/Tobacco/Amish <ul style="list-style-type: none"> • Model Farm • Storytellers • Plantations/Farms - African American Experience • Look & Feel of Country Life | 14 |
| <ul style="list-style-type: none"> • Waterways <ul style="list-style-type: none"> • Potomac River • Tour Boats | 9 |
| <ul style="list-style-type: none"> • War and Conflict <ul style="list-style-type: none"> • Military Interests • German POW Camp | 7 |
| <ul style="list-style-type: none"> • Pre-Revolutionary Culture <ul style="list-style-type: none"> • Port Tobacco | 7 |
| <ul style="list-style-type: none"> • Natural History <ul style="list-style-type: none"> • Balloon • Coal | 6 |
| <ul style="list-style-type: none"> • Scientific/Biodiversity <ul style="list-style-type: none"> • Paleontology (fossils) | 6 |
| <ul style="list-style-type: none"> • Seafood Industry <ul style="list-style-type: none"> • Fisheries (Harvesting, Processing) • The Waterman's Life | 5 |
| <ul style="list-style-type: none"> • Matthew Henson (Af. Am. North Pole Explorer) | 4 |
| <ul style="list-style-type: none"> • Arts & Crafts | 4 |
| <ul style="list-style-type: none"> • Ethnic Themes <ul style="list-style-type: none"> • Slavic, Amish & Mennonite Migration • Amish Markets | 2 |
| <ul style="list-style-type: none"> • Education, Academics, Rosenwald Schools | 2 |

| <u>CHARLES Obstacles/Constraints/Challenges</u> | <u>Scoring</u> |
|---|-----------------------|
| <ul style="list-style-type: none"> • Lack of Organized Coordination of Tourism <ul style="list-style-type: none"> • Need Better Data Collection by Organizations • Inadequate, Uncoordinated Signage • Lack of Resources (Visitor Support Services) • Inadequate # of B&Bs, Quality Restaurants • Lack of Information and Interpretation • Poor Accessibility to Information • Inadequate Usage of New Media • Inadequate Marketing Linkages (Need to tie marketing together) | 24 |
| <ul style="list-style-type: none"> • Political Support <ul style="list-style-type: none"> • Lack of Updated Land Use Practices Which Impairs Quality of Area • Lack of Historic Preservation Initiatives/Easements | 21 |
| <ul style="list-style-type: none"> • Appearance Standards <ul style="list-style-type: none"> • Trash, Cars on Blocks in Yards • Lack of Commercial Architecture Control • Lack of Landscape Planning with Developments | 20 |
| <ul style="list-style-type: none"> • Financial Support | 14 |
| <ul style="list-style-type: none"> • Existing Anti-Preservation Element | 10 |
| <ul style="list-style-type: none"> • Access to Waterways <ul style="list-style-type: none"> • Excursion Boats | 13 |
| <ul style="list-style-type: none"> • Lack of Trails | 7 |
| <ul style="list-style-type: none"> • Loss of Resources Before Opportunity to Market, Document, Preserve Them (Development Problem) | 5 |
| <ul style="list-style-type: none"> • Economic Viability to Counter Sprawl | 4 |
| <ul style="list-style-type: none"> • Lack of Citizen Participation | 4 |
| <ul style="list-style-type: none"> • Quality of Museums <ul style="list-style-type: none"> • Education/Training of Docents • Reliant on Government Support, Not Self-Supporting • Accreditation | 2 |
| <ul style="list-style-type: none"> • Lack of Knowledge of Neighborhoods | 1 |

| <u>CHARLES Opportunities/ Assets</u> | <u>Scoring</u> |
|---|-----------------------|
| <ul style="list-style-type: none"> • Nature/ Eco Tourism <ul style="list-style-type: none"> • Chapman’s Forest • Eagles, Wildlife • Hiker/Biker Trail • Scenic Routes (Water and Road) • Existing Camps | 40 |
| <ul style="list-style-type: none"> • Waterways <ul style="list-style-type: none"> • Pleasure Cruises • “Shore to Store” Tour • Interpretation of Maritime History • Waterman’s Village • Pope’s Creek, Benedict, Nanjemoy, Mallow Bay • MD/VA Preservation of Potomac • Heritage River, Patuxent River • Bass & Striper Fishing | 27 |
| <ul style="list-style-type: none"> • Rural Landscapes/Country Living <ul style="list-style-type: none"> • Fairs • Church Suppers • Friendship Farm | 20 |
| <ul style="list-style-type: none"> • Rich Cultural Heritage <ul style="list-style-type: none"> • Thomas Stone - So. MD Heritage Center • Cultural Activities | 8 |
| <ul style="list-style-type: none"> • Location <ul style="list-style-type: none"> • Proximity to D.C., Balt., Richmond, Annap. • Proximity to MD 301 Visitors Center | 8 |
| <ul style="list-style-type: none"> • War & Conflict <ul style="list-style-type: none"> • Civil War • World War I | 4 |
| <ul style="list-style-type: none"> • Recent Acquisitions (1,500 acres) | 4 |
| <ul style="list-style-type: none"> • Passport Program | 3 |
| <ul style="list-style-type: none"> • Indian Head <ul style="list-style-type: none"> • Needs development, cultural documentation • Needs infrastructure/Asset or Problem? | 7 |
| <ul style="list-style-type: none"> • Local People <ul style="list-style-type: none"> • Friendly, lots of Retirees (volunteer potential) | 2 |
| <ul style="list-style-type: none"> • CSM | 2 |
| <ul style="list-style-type: none"> • “ing” Things | 2 |

Calvert County Workshop Results

| <u>Themes</u> | <u>Scoring</u> |
|--|-----------------------|
| • Nature/Eco Tourism <ul style="list-style-type: none">• Paleontology (Experiential) | 12 |
| • The African American Experience <ul style="list-style-type: none">• Landscape of Segregation• Churches | 9 |
| • War & Conflict <ul style="list-style-type: none">• 20th Century Navy• German War Camp• Pre-Revolutionary War | 9 |
| • Leisure & Recreation <ul style="list-style-type: none">• Early Tourism/Recreation• Charter Boats• Steamboats & Retreats (also for Af/Am Theme) | 8 |
| • Native American Life & Archeology | 7 |
| • Agriculture/Tobacco/Amish <ul style="list-style-type: none">• Tours, Ag B&Bs | 6 |
| • Waterman's Life | 6 |
| • History of Science - Biodiversity | 4 |
| • Cultural Arts <ul style="list-style-type: none">• Good Heritage Tour | 4 |
| • Education <ul style="list-style-type: none">• One Room Schoolhouses• Intellectual Life (Colleges & Univ.)• Writers | 3 |
| • Ethnic Heritage <ul style="list-style-type: none">• Slavic/Mennonite/Amish Migration | 2 |
| • Religion <ul style="list-style-type: none">• Church Suppers• Af/American Churches | 2 |
| • Political History | 1 |
| • Urban Influence & Encroachment <ul style="list-style-type: none">• Impact of Washington, D.C. | 1 |
| • Transportation & Commerce | 1 |

| <u>CALVERT Obstacles/Constraints/Challenges</u> | <u>Scoring</u> |
|---|-----------------------|
| <ul style="list-style-type: none"> • Politics of Development vs. Conservation <ul style="list-style-type: none"> • Uncontrolled Growth (Waldorf, Lexington Park) • Loss of Identity, Sense of Place • Loss of Local Retail to Big Box • Loss of Agriculture Base • Health of the Bay • Landscaping of New Construction • Public Health (Politics) • Loss of Historic Resources, Arch. Sites • Tobacco Buyout | 33 |
| <ul style="list-style-type: none"> • Lack of Networking, Info Sharing <ul style="list-style-type: none"> • Better Networking of Hotels, B&Bs • Cultural Inventory • Partnering with African American Community, holding meetings in Community Recognized Places | 11 |
| <ul style="list-style-type: none"> • Lack of Community Support <ul style="list-style-type: none"> • Fear of Change • Lack of Vision, Interest • Lack of Community Acceptance | 9 |
| <ul style="list-style-type: none"> • Lack of Trail Infrastructure <ul style="list-style-type: none"> • Bike Paths | 7 |
| <ul style="list-style-type: none"> • Avoiding Objectification/Zooification | 4 |
| <ul style="list-style-type: none"> • Cultural Negotiation | 2 |
| <ul style="list-style-type: none"> • Limited Venues & Size <ul style="list-style-type: none"> • Need More Unique Accommodations • Public Access to Sites | 2 |
| <ul style="list-style-type: none"> • Poor Transportation Systems/Services <ul style="list-style-type: none"> • Public Transportation • Parking • Limited North/South Access | 2 |
| <ul style="list-style-type: none"> • Regulations for Fishing | 2 |
| <ul style="list-style-type: none"> • Competition for MHAA \$\$ Will Force Competition Between Counties, Sites, & Organizations | 1 |

| <u>CALVERT Opportunities/Assets</u> | <u>Scoring</u> |
|--|-----------------------|
| <ul style="list-style-type: none"> • Historic/Heritage Tourism <ul style="list-style-type: none"> • Experiential History • Historic Byways • Possible Linkages • Archeological Sites • One Room Schoolhouses • Dive Park, Nanjemoy • Lighthouse • Civil War History • War of 1812 History | 26 |
| <ul style="list-style-type: none"> • Rural/Water Landscape <ul style="list-style-type: none"> • Natural Resources • Land Trusts • Rural Sense of Place • Tobacco Barns • Water-based Destination • Waterways • Charter Boats • Diversity of Recreational Boating | 18 |
| <ul style="list-style-type: none"> • North Beach/Chesapeake/Solomons | 9 |
| <ul style="list-style-type: none"> • Proximity to DC, Baltimore, Philadelphia | 4 |
| <ul style="list-style-type: none"> • African American Experience <ul style="list-style-type: none"> • Underground Railroad • Seagull Beach (African American Beach) • Benedict | 4 |
| <ul style="list-style-type: none"> • Andrea, Paula, etc. Collections (Group #2) | 4 |
| <ul style="list-style-type: none"> • Human Resources & Local Stories | 3 |
| <ul style="list-style-type: none"> • Awareness of Preservation & Value of Region | 2 |
| <ul style="list-style-type: none"> • Good Family Destination <ul style="list-style-type: none"> • Family-Friendly Activities • Safe | 2 |
| <ul style="list-style-type: none"> • Churches | 1 |
| <ul style="list-style-type: none"> • Nuclear Power Plants <ul style="list-style-type: none"> • 20th Century Technology | 1 |
| <ul style="list-style-type: none"> • Newcomers as Audience/Tourists | 1 |

St. Mary's County Workshop Results

| <u>Themes</u> | <u>Scoring</u> |
|-------------------------------------|----------------|
| • Nature/Eco Tourism | 15 |
| • Canoeing/Kayaking/Boating | |
| • Fishing | |
| • Swimming | |
| • Greenspace | |
| • Hiking | |
| • Water-related Recreation | |
| • Religion | 8 |
| • Catholicism (History) | |
| • Waterman's Life | 7 |
| • Maritime History | |
| • Pound Nets | |
| • Architecture/Artifacts | 2 |
| • Food | 2 |
| • (Oyster Festival) | |
| • Tobacco Landscape | 2 |
| • Sticks, etc. | |
| • Native American Life & Archeology | 1 |

| <u>ST. MARY'S Obstacles/Constraints/Challenges</u> | <u>Scoring</u> |
|---|-----------------------|
| • Zoning Issues <ul style="list-style-type: none"> • Uncontrolled Growth • Architecture • Placement | 9 |
| • Access <ul style="list-style-type: none"> • Public Access to Water • Isolation/Provincialism • Signage | 11 |
| • Lack of Awareness of What's Here <ul style="list-style-type: none"> • Cultural, etc. | 8 |
| • Lack of Identity of Southern Maryland <ul style="list-style-type: none"> • Confused with Eastern Shore | 3 |
| • Anti-Preservation Attitude <ul style="list-style-type: none"> • Education Needed of Locals • Anti-Tourist Attitude • Lack of Understanding of Tourism Benefits | 3 |
| • Politics | 3 |
| • Lack of Money | 1 |
| • Lack of Charming Lodging <ul style="list-style-type: none"> • Hotel/Motel Chains • Need More B&Bs | 2 |

Also:

Objectification

Interpretation of Amish Difficult

Reduction in Hunting Opportunities (Residential Areas)

Decline of Tobacco Industry

Small Museums, Docents Lack Authenticity

| <u>ST. MARY'S Opportunities/Assets</u> | <u>Scoring</u> |
|---|-----------------------|
| <ul style="list-style-type: none"> • St. George's Island <ul style="list-style-type: none"> • Skipjack Tours | 6 |
| <ul style="list-style-type: none"> • Farmers & Watermen <ul style="list-style-type: none"> • Still Active • Farmers Markets • Truck Farms • Tobacco Landscape (20th Century needs to be interpreted) | 5 |
| <ul style="list-style-type: none"> • Surrounded by Water Landscape | 5 |
| <ul style="list-style-type: none"> • Cultural Attractions & Events <ul style="list-style-type: none"> • Jazz Festival • Seafood Festival • Should have a Stuffed Ham Festival • Quilting • Arts & Crafts (Indian Bridge Rd. Country Store) • Should Preserve a Few Country Stores | 9 |
| <ul style="list-style-type: none"> • Quaint Antique Shops <ul style="list-style-type: none"> • Leonardtown • Loveville | 2 |
| <ul style="list-style-type: none"> • Unique History <ul style="list-style-type: none"> • Mother County of Maryland | 2 |
| <ul style="list-style-type: none"> • Documentation of Projects (Andrea, etc.) | 2 |

APPENDIX F
Scenic Quality Inventory/Evaluation: RATING CRITERIA

Landform



Vegetation



Water



High vertical relief such as prominent bluffs or cliffs; or severe surface variations; **or** highly eroded formations such as weathered rock surfaces; **or** detailed features dominant and exceptionally striking and intriguing.

A variety of vegetative types in interesting forms, features, and patterns; **or** various vegetation forms that add to horizon lines.

Clear and clean appearing, still; **or** cascading white water, any of which are a dominant factor in the landscape.

Interesting erosional patterns; **or** variety in size and shape of landforms; **or** detailed features present and interesting, though not dominant or exceptional.

Some variety of vegetation, but only one or two types.

Flowing or still, but not dominant in the landscape.

Low, rolling hills, foothills; **or** flat valley bottoms. Interesting detailed landscape but features few or lacking.

Little or no variety or contrast in vegetation.

Absent or not noticeable.

APPENDIX
Scenic Quality Inventory/Evaluation: RATING CRITERIA

Color



Adjacent Scenery



Scarcity



Cultural/Changes



Rich color variations , a variety or vivid color; **or** pleasing contrasts in the soil, rock, vegetation or water.

Adjacent scenery greatly enhances visual quality; **or** distinctive natural forms; **or** even cultural changes, such as buildings and structures that add to the scenic quality rather than detract from it.

One of a kind; **or** unusually memorable; **or** very rare within the region. Consistent chance for exceptional wildlife or wildflower viewing.

Free from esthetically undesirable or discordant sights and influences; **or** cultural modifications add favorably to the visual variety.

Some intensity or variety in colors and contrast of the soil, rock and vegetation, but not a dominant scenic element.

Adjacent scenery moderately enhances overall visual quality.

Distinctive, though somewhat similar to others within the region.

Scenic quality is somewhat depreciated through inharmonious cultural intrusions, but not so extensively that they are entirely negated; **or** modifications add little or no visual variety to the area.

Subtle color variations, contrast or interest; generally muted tones.

Adjacent scenery has little or no influence on overall visual quality.

Interesting within its setting, but fairly common within the region.

Modifications are so extensive that scenic qualities are mostly nullified or substantially reduced.

APPENDIX F
Southern Maryland Heritage Area: Scenic Inventory/Assessment

Landform



High scenic bluffs with elevations of up to 200 ft. can be found along the shoreline of Southern Maryland at Chapel Point State Park, and along smaller tributaries in Southern Charles County.

High cliffs are exceptional points for scenic vistas of the Chesapeake Bay and the outlying countryside, and can be found at Calvert Cliffs in Calvert Cliffs State Park.

Landform



The Southern Maryland region is located within the Mid-Atlantic Coastal Plain. The land is predominantly flat and low rising to around 200 feet along parts of its Chesapeake Bay and Potomac River shorelines.

Scenic rolling hills are present in much of the region. Combinations of steep slopes and rolling hills present interesting land formations along some of the area's inland tributaries.

Vegetation



The Southern Maryland region contains a number of protected lands that are significant, in part, for the variety and extent of the vegetation they contain. These lands include swamps, marshes, wetlands, forests, and Natural Heritage Areas.

The corridor is covered with mature deciduous forests. Dominant species include oak, tulip poplar, eastern hemlock, loblolly pine, and white pine.

Water



The Chesapeake Bay is the largest freshwater estuary in the world; the Potomac and Patuxent Rivers are the two main tributaries in Southern Maryland; the Wicomico River is State Scenic River.

Southern Maryland is dissected by many tributaries. Scenic creeks and streams are located throughout the study area.

APPENDIX F

Southern Maryland Heritage Area: Scenic Inventory/Assessment

Color



Adjacent Scenery



Scarcity



Cultural/Changes



Colorful patterns of flowers, trees and bushes planted on the grounds of the region's many historic homes and plantations, such as Sotterley, add to the charm of the region.

Indigenous forms of architecture found around the region, such as lighthouses and tobacco barns, are examples of blended artificial and beneficial adjacent scenery.

Southern Maryland is home to Battle Creek Cypress Swamp, the northern most stand of bald cypress trees in the U.S., and Calvert Cliffs, which contains the largest deposit of Miocene Epoch fossils in the eastern U.S.

Scenic quality is maintained in areas located away from major transportation corridors. Areas such as Piney Point and Cove Point have beautiful examples of Chesapeake Bay lighthouses, which lend a cultural charm to natural scenic resources.

Walking trails through Flag Ponds Nature Park, Kings Landing Park and other regional natural areas offer memorable aspects of wildflowers for nature enthusiasts including Columbine, Blue Flag Iris, and Rose-Mallow.

Little marked development in outlying rural country-sides adds to adjacent scenery, such as in the Nanjemoy area of Charles County, and the lower St. Mary's County area.

Southern Maryland contains habitats and major nesting grounds for a number of important wildlife species, including the Bald Eagle and the Great Blue Heron, distinguishing the region from other parts of the state and the country.

Scenic quality is somewhat detracted along parts of Routes 2 and 4 in Calvert County, where there is a high concentration of development. This is an example of cultural intrusion that detracts from scenic quality.

Natural grasses, different soil textures, coastal shorelines, and flora and fauna all contribute to the color and natural scenery of Southern Maryland.

Adjacent scenery detracts in areas along Routes 2 and 4 in Calvert County and US 301 in Charles County, where there is a high concentration of urban development along both sides of these highways.

Southern Maryland's protected lands provide habitat to a number of species of plants and animals that are common within the Mid-Atlantic region.

Scenic quality is severely reduced in areas along US 301 in Charles County, from Waldorf to La Plata. However, areas located off major transportation routes have maintained scenic qualities

Southern Maryland Heritage Area Tourism Management Plan Executive Summary DRAFT

Context

The concept of a Heritage Tourism Management Plan and Program within the Southern Maryland Region began some 10 years ago, due largely to the efforts of a committee composed of representatives of state, county, municipal and private agencies formed to gauge its feasibility. The concept emerged from these earlier deliberations to include the entire three county area of Calvert, Charles, and St. Mary's Counties as the defined Heritage region since many of the region's historic and cultural resources were widely distributed in their locations.

Background

In April 1999, the "Southern Maryland Heritage Partnership" was formed to assume leadership in developing a Heritage Tourism Management Plan in pursuit of official status under the terms of the *Maryland Heritage Preservation and Tourism Development Program*. The first major step taken by the Partnership was to apply for status as a "Recognized Heritage Area" (RHA) according to the terms of the *Maryland Heritage Preservation and Tourism Areas Development Program*. To secure "recognition," the Southern Maryland Heritage Partnership demonstrated that the region has the basic requirements for a successful heritage tourism development program including a unique heritage, numerous historical, natural, cultural, recreational, interpretive and organizational resources, a strong commitment to the heritage area's success, effective local leadership, and a sound record of resource stewardship.

In order to become a "Certified Heritage Area" (CHA) the Management Plan must meet certain specific requirements for jurisdictions participating in the *Maryland Heritage Preservation and Tourism Areas Development Program*. This Management Plan is designed to meet those requirements. It contains a statement of the area's vision and goals, a discussion of the area's heritage significance, documentation of its resources, an assessment of current development and land use issues, an overview and assessment of interpretive resources and

programs, a market analysis, evaluation of linkages, and an assessment of leadership and organizations involved in heritage tourism and economic development. This Management Plan also presents strategies or actions for enhancing heritage resources and achieving optimum visitation to the region. It recommends improvements to physical linkages (roads, trails, river routes, etc.) and non-physical linkages (partnerships, visitor services, etc.) to enhanced the visitor experience, advance economic development strategies, and provide for stewardship and preservation of key heritage resources.

The Process of Developing this Plan

In December 2001, the Heritage Partnership undertook the preparation of this Southern Maryland Heritage Tourism Management Plan (Management Plan) to secure State Certification. The Southern Maryland Heritage Area Steering Committee was formed at the outset and has led the effort to prepare this Heritage Tourism Management Plan. The Committee's broad membership represents dozens of organizations from Calvert, Charles, and St. Mary's Counties. Over the past 15 months, as the Management Plan has evolved, the general public, state, county and municipal officials, organizations and groups, as well as the Heritage Management Plan Steering Committee, have been consulted regularly or have been active participants on the team developing the Management Plan. The Steering Committee's broad membership represents dozens of organizations which will benefit in numerous ways from successful implementation of the heritage region concept in Southern Maryland.

The Steering Committee hosted a series of public workshops in November and December of 2001 in Calvert, Charles, and St. Mary's Counties. At each workshop, community organizations and county residents were invited to participate in discussions of what key heritage themes best told the "story" of Southern Maryland. Participants agreed that agriculture, maritime history, and eco-tourism are the predominant elements of the region's identity and that all three counties have an abundance of significant

resources to support these as well as other key heritage themes for the region. Workshop participants were also asked what they considered to be the region's strongest assets in terms of natural, cultural, recreational, and historic resources. Following this discussion, participants were asked what they considered to be the greatest opportunities for enhancing heritage program development in the region and what they considered to be the most critical challenges to development of the region's heritage program. The Steering Committee utilized the results of these workshops to help build a thematic framework to organize the region's heritage resources into a cohesive story, and to guide the process of developing strategies to insure the long-term success of the Heritage Area through implementation of the recommendations contained in this Heritage Tourism Management Plan.

Plan Goals and Objectives

The goals and objectives of this Plan are intended to provide the framework for determining the most appropriate projects that will best support the goal of enhancing the visitor experience in the region. Equally important, they serve as guideposts to provide long-term direction to the entity or entities that will ultimately be charged with managing the wide range of activities associated with the ongoing development of the Southern Maryland Heritage Tourism Program.

Although the management plan is essentially a five-year program, the goals and objectives will remain valid and provide guidance beyond that initial period, even as management strategies evolve in response to changing circumstances over time.

The goals and objectives of this plan are proposed within a framework of six major topic areas. Each of these areas represent core components or key elements of successful Heritage Tourism Management Programs. Although no one topic area can be considered of greater importance than another, each has an important, and often mutually supportive, role to play in development of a balanced and comprehensive program strategy.

These six major elements include:

- **Interpretation and Education**

The development of interpretive and educational projects, programs, and activities designed to strengthen the traditions and authenticity of the

heritage area, and improve the understanding of visitors and residents of the significance of Southern Maryland's heritage resources to Maryland and the nation.

- **Linkages, Infrastructure and Facility Development**

The development of efficient transportation and wayfinding systems, thematic tours, interpretive facilities, information centers, and gateways to improve movement, connectivity, and visitor support within the Heritage Area.

- **Community and Economic Development**

The development of strategies that are scaled to the overall character of southern Maryland and support heritage tourism in the region, to enhance public and private investment in community revitalization and economic development.

- **Preservation and Resource Stewardship**

The development or enhancement of preservation mechanisms, programs and initiatives for local jurisdictions, preservation organizations, and individuals to improve conditions for long-term heritage resource stewardship and protection.

- **Marketing and Outreach**

The development of marketing strategies, public awareness campaigns, and outreach programs that promote the Heritage Area to a wide audience and increase visitation to southern Maryland.

- **Managing Implementation and Partnerships**

The development of an effective management platform, management strategies, and cooperative partnerships to ensure successful implementation of the goals for heritage tourism in southern Maryland.

Other Key Elements of this Plan

- **Clusters and Corridors**

Investment in heritage resources to increase visitation to the region is focused through delineation of a Heritage Area Boundary. The SMHA boundary is comprised of eleven clusters and several corridors. Each of the eleven clusters represent a concentration of heritage resources (e.g., museums, historic sites,

parcs, etc.). The corridors between these clusters represent key linkages that connect various components of the heritage region.

- **Projects**

A recreated 19th century steamboat wharf, a state-of-the-art eco-tourism center complete with living exhibits, trails, and a twenty-four-hour “eagle cam,” and a variety of unique, guided, theme tours are just a few of the nearly one hundred projects that have been identified and will be considered for implementation as part of this Heritage Area Tourism Management Plan.

These projects were developed under the umbrella of several “themes” that together tell the region’s story. These themes include: Tobacco and Agriculture, Maritime History, Eco-Tourism, African American and Native American History, Colonial Settlement, War and Conflict, and Recreation and Trails. Additional projects that support visitor infrastructure and marketing and awareness were also identified.

Nearly all of the proposed projects identified in Sections 12 and 13 of this plan bring together government agencies, businesses, and private organizations in partnership to preserve and promote Heritage Area resources for the benefit of its residents and visitors. These projects will play a key role in shaping the future success of the Heritage Area as a unique place to live, visit, work and do business.

Targeting Investment

In addition to outlining the boundaries of the overall Heritage Area, the Management Plan must also designate Target Investment Zones (TIZs) within those boundaries. A Target Investment Zone is a specific priority area designed to attract significant private investment. A number of the incentives available through the Maryland Heritage Preservation and Tourism Areas Program are limited to TIZs to encourage demonstrable results and return on public investment within a relatively short period of time. TIZs therefore contain a concentration of projects that are designed to ‘jump-start’ interest and draw visitors, but most importantly, these projects have been evaluated to ensure that they are feasible and able to be operational within a five-year period.

New TIZs will be designated throughout the life of the Heritage Area as each TIZ completes its series of projects. However, it is crucial that these first Zones

be comprised of projects that are able to ‘hit the ground running’. Eight TIZs have been selected from a candidate list of sixteen identified in the Southern Maryland Heritage Program “Recognition Application”.

The proposed TIZs were selected based on the collective potential for the projects located in each area to achieve the goals of the *Maryland Heritage Areas and Tourism Development Program*. Candidate projects within the TIZs include trail segments and facilities, interpretive facilities, and community revitalization projects. Projects in each TIZ have the potential to leverage private investment and provide a return on public investment.

The eight proposed TIZs include:

- Indian Head in Charles County
- Port Tobacco in Charles County
- Friendship Farm Park in Charles County
- Portions of the Towns of North Beach and Chesapeake Beach in Calvert County
- Portions of the area of Solomons in Calvert County
- Leonardtown in St. Mary’s County
- Piney Point in St. Mary’s County
- Portions of Historic St. Mary’s City in St. Mary’s County

Management Framework: A Platform for Implementation

Broadening visitation to the Southern Maryland Heritage Region and accomplishing the many other related objectives identified in this plan will require a cooperative effort among its partners, who will implement specific projects and programs to achieve the objectives and advance the strategies of the Management Plan. Implementing the Management Plan also will require commitment of significant financial resources from a variety of sources. These financial resources will be used to fund the staffing and operations, program activities, and capital projects required to implement this plan.

Creation of a “Southern Maryland Heritage Area Consortium” under the leadership provided by the Southern Maryland Travel and Tourism Committee is proposed as part of this plan to lead implementation efforts. The consortium would effectively serve as a “partnership forum” that can better support program implementation. Such an organization will bring

together existing heritage program supporters and providers to enhance opportunities to leverage greater benefits from their initiatives and activities through mutually support. With non-profit corporation status through the involvement of the Tri-County Council of Southern Maryland, such an organizational partnership could seek funding for projects from both government and non-profit organizations alike. Such a forum is therefore recommended as the best means of piloting efforts to implement this plan.

This organizational structure will serve to inform, coordinate and unite the efforts of various organizations currently engaged in promotion of various aspects of the heritage area story to improve overall effectiveness. Key organizations, among others, include the Southern Maryland Travel and Tourism Committee and the Southern Maryland Museum Consortium. The structural framework should also serve as a basis for integrating new partners into policy, planning, and implementation decisions.

Expected Outcomes

The Southern Maryland region encompasses an abundance of historic, cultural, natural, and recreational resources reflecting distinctive rural landscapes and historical development along the shorelines of tidal creeks, rivers, and bays. These resources reflect Maryland's beginnings, from 17th-century European settlement and the earliest footholds of religious freedom, to the booming prosperity of 18th- and 19th-century tobacco plantations and the unique culture of the Bay's watermen and boat builders. Visitors to this region can trace Maryland's beginnings through these resources, as well as the prehistoric culture of the Chesapeake Bay region.

Implementation of this plan is designed to showcase the region's history and the many resources of interest in the region. It is designed to provide a better understanding of the full picture of Southern Maryland's heritage. Sites connected with themes which today are not ready for promotion to tourists, such as some War of 1812 and Civil War sites, will increase the depth and draw for heritage tourists. Better linkages both across land and along the extensive water perimeter of Southern Maryland will enhance and add variety to tourist offerings. The quality of life for residents will be enhanced by recreational opportunities and by conservation and

protection policies adopted by the three counties to ensure the quality of the scenic, historic, and natural environment.

Broad community support, from businesses and organizations to governments and individuals, will continue to be necessary to insure the integrity and longevity of the Heritage Area. Public workshops, community presentations, and project newsletters have all been used as tools to inform the region's residents during the process of developing this Heritage Tourism Management Plan and such tools will need to continue to be used by the "Southern Maryland Heritage Area Consortium to build public support for heritage tourism initiatives in the region over time.