

## 5 year action plan template and Instructions

### Instructions:

1. Begin by outlining the accomplishments of the heritage area, and then create a list of things that need to be accomplished by the organization in the next five years, and anything that needs to be added/changed from your initial Management Plan. Doing this with stakeholders or internally with the staff/board is appropriate, and should be guided by a thorough review of the Management Plan. The conversations with stakeholders and board members will help to understand what the role of the Management Entity needs to be moving forward.
2. Use the template below to:
  - a. Draft program and organizational goals
  - b. Draft objectives, action items, timelines, estimated costs, and responsibilities for each goal.
3. Categorize each objective as one or more of the four MHAA Categories of Activity: Product Development, Building Partnerships, Regional Identity and/or Organizational:
  - **Product Development:** Management entities lead or initiate the creation of new or enhanced place-based (archaeological, historic, cultural, natural) experiences for both visitors and Maryland residents. Heritage Areas focus on the sustainability and capacity of these heritage tourism products both so their partner Destination Marketing Organizations (DMO) have more to market to the consumer and so Maryland residents have better communities in which to live.
  - **Building Partnerships:** Management entities work to engage all partners and leverage resources. They work to bring both common and uncommon partners together to focus on projects of common benefit. Heritage Areas bring disparate state and local entities together around a common, local vision. Heritage Areas help to build organizational capacity, understanding, and access to financial and technical assistance.
  - **Regional Identity:** Heritage Areas provide a connection to place that showcases each area's distinctive archaeological, cultural, historic, and natural assets. They apply an approach that is unique to, and respectful of, local geography. Through the projects and events that they host or encourage, Heritage Areas sustain, respect, and celebrate the heritage of an area, making it relevant to both present and future generations.
  - **Organizational:** Activities that relate to the internal workings of the Management Entity.
4. Keep in mind the performance measures that are required by MHAA. There must be objectives that address all three key categories of activity, and should include at least one Metric from each category (see Appendix B). At least one Impact Metric under each category must be selected as the priority area of focus for the Management Entity in the next five years.

**Garrett County Mountain Maryland Gateway to the West  
Heritage Area  
Five Year Management Plan – FY 2013 – FY 2018**

**Heritage Area Vision for the Next Five Years:** To implement the Garrett County Heritage Area Management Plan thereby creating a successful Heritage Area that links public and private sectors in a strong and productive relationship. Through the establishment of these partnerships, heritage resources will be promoted and will benefit Garrett County in the areas of heritage preservation, tourism enhancement, sustainability and economic development, consistent with the Maryland Heritage Area Programs goals and objectives.

**Heritage Area Mission:** To work with stakeholders, partners, and businesses to implement the Garrett County Heritage Plan by offering technical and financial assistance for heritage-related initiatives that preserve valuable heritage resources and enhance tourism in the county.

**Heritage Area Accomplishments:**

- The creation and submission of a Garrett County Heritage Area Management Plan
- The identification and designation of Target Investment Zones (TIZ's) as Garrett County Heritage Area boundaries. TIZ's include the following areas: Accident, Deer Park, Friendsville, Grantsville, Kitzmiller, Loch Lynn Heights, Mountain Lake Park, Oakland, McHenry and Bloomington.
- The establishment of the Heritage Area Theme: Mountain Maryland Gateway to the West Heritage Area
- The establishment of the Garrett County Chamber of Commerce as being the management entity for the heritage area
- The hiring of a Garrett County Heritage Area Manager
- Final approval of Garrett County Heritage Area Management Plan
- Garrett County Mountain Maryland Gateway to the West receives approval to become a state Certified Heritage Area
- Selection and appointment of HAAB

**Summary of Program Goals for FY 2013-FY 2018:**

1. Establish the Garrett County Heritage Area Program by:
  - Creating the Heritage Area Advisory Board's organization, roles and responsibilities, and tasks to be accomplished
  - Reviewing the management plan to establish heritage area program and project priorities
2. Prepare and implementing a marketing plan
3. Prepare and implementing the interpretive plan
4. Preserve, Protect and Promote Garrett County's Heritage Resources
5. Enhance heritage tourism and increase visitor experiences using the tools and benefits of the Maryland Heritage Area Program and by utilizing the themes of the Garrett County Heritage Area Plan
6. Work with Businesses and Local Government to Enhance Eco-Tourism Development in the County

## **Summary of Organizational Goals for FY 2013-2018:**

Upon recommendation by the Garrett County Heritage Area Technical Advisory Committee, the Garrett County Chamber of Commerce was designated the Heritage Area Management Authority by the Garrett County Board of Commissioners.

The Chamber of Commerce is governed by a 15 member Board of Directors representing all industries and communities in Garrett County. The chamber also serves as the Destination Marketing Organization (DMO) for Garrett County and is responsible for all tourism promotion and visitor relations. The Heritage Area Manager is supervised under the direction of the President and CEO of the Chamber.

Upon recommendation from the President and CEO of the Chamber and the Garrett County Heritage Area Manager, The Chamber Board of Directors appointed a 15 member Heritage Area Authority Board of Advisors to work directly with the Heritage Area Manager to ensure that the Management Plan is carried out.

One member of the Chamber Board of Directors will represent the Chamber on the Heritage Advisory Board. The Chamber Board will be responsible for the following:

- Set overall policies and procedures for chamber
- Approval of grants, contracts, or other obligations in the name of the Chamber
- Provide a yearly allocation of funding to the Garrett County Heritage Area budget and ascertain sound fiscal management responsibilities of the heritage budget
- Ensure adequate office space, equipment and supplies are provided to the Heritage Area Board and staff

The Heritage Area Advisory Board will be responsible for the following:

1. Establish and implement the board's mission, vision and create the strategic/action plans
2. Create/provide board members with a written outline of their responsibilities and create a board manual
3. Create a logo consistent with the Garrett County Heritage Area themes.
4. Attend heritage area related workshops
5. Implement approved Heritage Area Management Plan
6. Develop annual work plan, recommend boundary amendments, changes to plan, etc.
7. Provide direction on 5- year work plan
8. Monitor the heritage area's fiscal operations
9. Coordinate the board's operating structure
10. Generate support and build relationships, provide stewardship throughout the community

11. Promote economic development through heritage tourism
  12. Recommend special committees to serve various purposes, i.e. volunteer groups, fund raising, events planning, memberships/sponsorships, informational workshops
  13. Recommend project selection, funding priorities, ranking of projects, grant coordination, preservation techniques and process
  14. Collaborate with the Chamber Director of Tourism and Marketing on heritage tourism, heritage marketing, marketing techniques/activities, and the creation of a heritage area website
  15. Promote, expand and select non-historic tax credit properties, sustainable tax credits and historic tax incentive initiatives
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16. Create performance measures and assess progress of heritage area
  17. Determining stewardship techniques.

The Heritage Area Manager will ensure the philosophies of the state of Maryland's MHAA are followed and that the goals and objectives of the Garrett County Heritage Area are accomplished. These practices will be achieved through building strong partnerships throughout the county, the community and other government entities at the local, state and federal level; through clearly defining management strategies and by creating measureable goals and objectives in the annual work plan as well as the 5-year work plan.

Since the Chamber of Commerce also serves as the DMO for Garrett County, the Heritage Area Manager will work directly with the Chamber Marketing Director to develop and promote heritage tourism and to create and implement the Mountain Maryland Gateway to the West Heritage Area website.

## Goals, Objectives and Action Items:

### Goal 1: Creative Heritage Area Advisory Board and Structure

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference – page # and descriptive title	If not in HAMP, indicate why it is a priority.	TIZ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
1. Select and appoint Heritage Area Advisory Board (HAAB)	Identify and appoint members to the HAAB	Heritage Manager, Chamber President, Chamber Board of Directors	Local and state govt. reps, heritage related non-profits, tourism related business reps	na	na	October 2011	November 2011	P-2	Chp. 5, page 3	na	Have HAAB in place	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational
2. Schedule HAAB meetings, create Board structure, Review Management Plan	*Appoint HAAB officers *Clarify Board responsibilities *Review and discuss HAMP *Discuss 5 Yr. Work Plan *Discuss Annual Work Plan	Heritage Manager, HAAB members	Local and state govt. reps, heritage related non-profits, tourism related business reps	na	na	January 2012	On-going	P-2	Chp. 5, page 5	yes	Complete HAAB Operational Manual, Complete 5 Yr. Work Plan, Complete Annual Work Plan	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational

## Goal 2: Develop Heritage Area Marketing Plan

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference	Applicable Heritage Area Program Goals	TIZ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
1. Create the Garrett County Heritage Area Marketing Plan by working with the county DMO and HAAB	<ul style="list-style-type: none"> <li>*Create a Heritage Logo</li> <li>*Expand Heritage Area website content</li> <li>*Develop and implement a successful Marketing Plan</li> <li>*Create promotional and informational materials</li> </ul>	Heritage Manager, HAAB	DMO, local businesses, educational entities	\$50,000	MHAA, Chamber, Star Spangled Banner 2000	January 2012	July 2013	Chp. 10, p. 5	MHAA Requirement for a marketing plan and website presence	yes	<ul style="list-style-type: none"> <li>*An approved logo</li> <li>*Additional information, links and video on website</li> <li>*A finalized marketing plan</li> <li>*Generate quarterly news letters</li> <li>*Hold informational workshops</li> <li>*Produce informational and educational brochures plan</li> </ul>	<input checked="" type="checkbox"/> Heritage Product Development <input type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational
2. Enhance Visitor Services in Garrett County	<ul style="list-style-type: none"> <li>*Continue to manage special events and promote new events related to heritage tourism</li> <li>*Create a fall foliage tour</li> <li>Work with local vendors to bring bus tours to the county</li> <li>*Promote and enhance Annual Autumn Glory</li> </ul>	Heritage Manager, HAAB	DMO, local business, Chamber President	\$10,000	MHAA, Chamber, private business, fund raising	January 2012	On-going	Chp. 10 p. 20-26	Creating a sustainable and successful heritage program as required by MHAA	yes	<ul style="list-style-type: none"> <li>Increased tourism revenues in the county, Identification and success of additional events, fall foliage tour in place, increase in visitors, funds raised for heritage area</li> </ul>	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational

	Festival adding a heritage spin *Plan a variety of heritage area self-guided tours *Create the Mt. MD Gateway to the West Heritage Area Display in the Visitors Center											
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### Goal 3: Develop a Heritage Area Interpretive Plan

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference	TIZ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
1. Produce a successful Heritage Area Interpretive Plan by promoting public awareness about the county's unique and rich heritage	*Focus on the Heritage Area sub-themes to tell the store of the county *Create walking tours, driving tours, interpretive signage, markers and other media to present the theme *Create interpretive displays *Create virtual displays	HAAB, Heritage Manager	Garrett County towns, Garrett Historical Society, Barn Quilt Association, B&O Railroad Committee, MNRA, DMO	TBD	MHT, MHAA, mini grants, Community Legacy, Community Parks and Playgrounds, private funds, Star Spangled 2000	Jan. 2012	Dec. 2018	Chp. 10 p. 16	yes	Self-guided tours in place, interpretive signage, murals and markers in place, interpretive displays set up, creation of heritage related fund raising events, creation of War of 1812 Event along National Road	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational
2. Create educational opportunities/curriculum through interpretation of the county's beginnings to now	*Identify and emphasize indoor and outdoor interpretive opportunities that can create living classrooms for students and visitors	HAAB, Heritage Manager	Board of Ed, Garrett College, Garrett Historical Society	TBD	MHAA, Star Spangled 2000	Sept 2012	June 2018	Chp. 8 p-8		Have educational curriculum in place interpreting Garrett County Heritage using HAMP sub-themes	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational



**Goal 4: Preserve, Protect and Promote Garrett County’s Heritage Resources**

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference	TIZ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
1. Identify and assess the county’s heritage resources	<ul style="list-style-type: none"> <li>* Review and assess existing heritage resources</li> <li>*Identify and increase additional heritage resource sites</li> <li>*Establish heritage resource priorities</li> </ul>	HAAB, Heritage Manager	Garrett County Towns, Stakeholders to be identified	NA	NA	January 2012	On going	Chp. 7 p-5	yes	Itemized list and photos of existing and proposed project sites	<input checked="" type="checkbox"/> Heritage Product Development  <input checked="" type="checkbox"/> Partnership Building  <input checked="" type="checkbox"/> Sustaining Regional Identity  <input checked="" type="checkbox"/> Organizational
Create initiative to preserve, promote and protect existing and new heritage resources	<ul style="list-style-type: none"> <li>*Create a stewardship program to protect and preserve heritage resources</li> <li>*Create a priority list of projects</li> <li>*Identify potential funding sources</li> <li>*Gain support and encourage preservation efforts</li> </ul>	HAAB, Heritage Manager	Various landowners, business owners, special interest groups	TBD	MHAA, MHT, Program Open Space, Community Legacy, CDBG, ARC, Transportation Funds, donations, private funds	January 2012	On going	Chp. 7 p-5	yes	The creation of a list of proposed projects, land acquisition through fee simple, easement or donation, the submission of grant applications for various projects	<input checked="" type="checkbox"/> Heritage Product Development  <input checked="" type="checkbox"/> Partnership Building  <input checked="" type="checkbox"/> Sustaining Regional Identity  <input checked="" type="checkbox"/> Organizational

**Goal 5: Enhance Heritage Tourism and Increase Visitor Experiences by Increasing Heritage Sites utilizing the themes of the Garrett County Heritage Area Plan**

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference	TIZ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
1. Establish connections between Heritage Area sites by creating walkways, trails and bike paths	*Work in cooperation with Garrett Trails, MNRA and municipalities to create trails within TIZ's	Garrett Trails, Heritage Manager	Municipalities, ASCI, local businesses	Estimated cost \$700,000	ARC, Rec Trails, TEA, CPP, MHAA, Garrett Trails, In Kind, private funds, SRTS	January 2012	On-going	Chp. 10 P 15	yes	Establishment of trails in the towns of Loch Lynn, Mt. Lake Park, Friendsville, Oakland and McHenry  Plans for additional trails throughout the county	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
2. Establish an official Garrett County Scenic Byways Corridor Management Plan	*Submit a Scenic Byways application *Collaborate with partners to gain support of the plan *Hire consultants to draft the plan	HAAB, Heritage Manager	Garrett Trails, MNRA, Garrett County Govt., and towns, local stakeholders	\$240,000	MHAA, Scenic Byways, local funds	March 2012	December 2016	Chp. 10 P-14	Yes, but some areas are out of TIZ's	Approval of a the Scenic Byways application, secured funding for plan, hiring of consultants to write plan and the creation of a formal byways plan	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational

3. Creation of A Coal Heritage Museum	*Investigate the potential for a coal *Begin planning efforts	HAAB, Heritage Manager	B&O Railroad Committee, Garrett Historical Society	TBD	TBD	June 2012	On going	Chp.2 p-18	yes	Appointed Coal Heritage Committee, identify location, begin plans	<input checked="" type="checkbox"/> Heritage Product Development  <input checked="" type="checkbox"/> Partnership Building  <input checked="" type="checkbox"/> Sustaining Regional Identity  <input checked="" type="checkbox"/> Organizational
4. Expand Promote Agri-Tourism throughout the county	*Work to develop and attract additional road-side Farmer's Market's *Work to promote and expand farm tours *Work to promote and enhance barn quilt tours *Work to promote Amish Heritage *Expand marketing for organics and local grown products	HAAB, Heritage Manager, County Ag Rep	Ag Community, Municipalities, DMO	TBD	TBD	May 2012	On- going	Chp 4 P-21	Yes, but also in other locations throughout county since most farms are not in town limits	Additional farm coop, more farmer's markets, additional visitors to county, expand tourist related activities on farms, Ag Brochure	<input checked="" type="checkbox"/> Heritage Product Development  <input checked="" type="checkbox"/> Partnership Building  <input checked="" type="checkbox"/> Sustaining Regional Identity  <input type="checkbox"/> Organizational

**Goal 6: Increase and Enhance Tourism Related Businesses Throughout the County Using Tax Incentives and Heritage Area Resources**

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference	TIZ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
Promote the use of MHAA tools and benefits to businesses and municipalities	*Create informational materials and workshops to promote tax incentives, grants and loans *Create criteria for applicants	Heritage Manager, HAAB	County Economic Development, Chamber of Commerce, towns	TBD	ARC, MHAA, small business, local banks, Community Legacy	January 2013	On going	Intro. p-4	Yes and also outside of TIZ's	Increase in Heritage tourism related business, businesses applying for tax incentives	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
Initiate the plan for an Arts and Entertainment District in the town of Oakland	Work with Arts Council, town of Oakland, businesses to create a proposed A&E District	Arts Council, town of Oakland, Heritage Manager	Local businesses, artists, stakeholders	TBD	OTD, Town of Oakland, CDBG, Community Legacy, private funding	June 2012	On-going	Chp 6 P-36	Yes	Submission of an A&E Application, Approval of A&E District	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational

3. Assist with the creation a parking area in the town of Friendsville to encourage business creation and attract more visitors to the town	Work in cooperation with the town of Friendsville and the county to develop a sustainable parking lot	Heritage Manager	Garrett County Community Action, town of Friendsville, Garrett County Govt.	Local businesses	\$180,000	Program Open Space, CPP, Community Legacy, MHAA, Garrett Trails, Waterway Improvement	January 2012	December 2016	Chp. 6 P-34	Yes	Development of a “sustainable” parking area with restrooms, increase visitation to the town, creation of additional business	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
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## Appendix B. Heritage Area Program Impact Metrics

On an annual basis, Heritage Areas will be asked to submit data for a series of metrics designed to measure Heritage Area impact in three key categories of activity: 1.) Development of Heritage Based Product; 2.) Building Partnerships; and, 3.) Sustaining Regional Identity. All Heritage Areas will collect data in all categories. However, Heritage Areas will identify those metric categories in which achievement is most relevant to accomplishing their management plan goals and objectives. Following action on the Strategic Plan by MHAA, data definitions for these metrics will be developed.

MHAA will review these metrics every year for clarity and effectiveness. It is anticipated that this performance measurement tool will continue to be refined over time with input from Heritage Areas and other Program partners.

**Below, identify at least one Impact Metric in each of the three categories which will be priorities for the Management Entity for the next five years.**

Heritage Product Development	
	Number of enhanced heritage attractions, activities, events
	Increased attendance at heritage attractions, activities, events (year over year percentage)
	Capital investment in TIZ
	New designated resources – byways, historic districts, protection, arts & entertainment districts – to attract or contribute to heritage area, heritage tourism

	Increase in other cultural/natural products and services related to heritage area awareness, themes, or heritage tourism (interpretation, guide training, signage, local marketing communications)
<b>Building Partnerships</b>	
	Number of organizations served through technical assistance and grant programs
	Three demonstrations of how heritage area management entity assistance added value, helped accomplish mission (preferably in heritage product development, sustaining regional identity)
	Workshops held and number of participants (follow-up following year to determine actual implementation– report as result)
	Cultivate new national funding (leverage certified heritage area status to attract federal funds)
	New partnerships cultivated to overcome preservation, protection challenge
<b>Sustaining Regional Identity</b>	
	Local communications, programs to educate residents about regional identity
	Anecdotes from stakeholders, residents
	Increased number of volunteer hours and dollars donated locally
	Participation in making positive change in county comprehensive plan
	Participation in development of new design guidelines, preservation/conservation policy