

**ANNUAL WORK PLAN CHART**

**FY 19**

**Heritage Area: Mountain Maryland Gateway to the West**

Goals, Objectives and Action Items:

**Goal 1:** Strengthen Historic, Cultural and Natural Resource Sites

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start/End Date	Desired Outcome/ Measurable Results	Other Criteria	Categories of Activity (select all that apply)
1. Increase & Enhance the Visitor Experience	i. Create new fall foliage driving tours ii. Promote Heritage tours to tour operators iii. Promote Heritage sites to our military groups, reunions, weddings and other groups via website iv. Research story ideas for promotion on app/website v. Create Google Tours of Heritage Destinations vi. Create new panoramic images and upgrades to Interactive Experience. vii. Disseminate public interpretation provided by SHA for the US-219 Mitigation	HA Director	HAAB Marketing Committee  SHA	\$12,724	Management Grant  Marketing Grant  Chamber of Commerce	July 2018 -June 2019  Ongoing	2 New App Tours  2 New Fall Foliage Driving Tours (short & long)  Creation of up to 10 new Google Tours of Heritage Destinations  Creation of up to 10 new panoramic images of heritage and area visitor sites.  Historical information provided by SHA to educate and promote Heritage Area Sites.	In Mgmt/5yr Plan? Yes  Plan Reference: (page #) 5yr plan: p8, goal 4  5 yr plan: p8, goal 2  If not in plan, why priority?	Heritage Product Development  Partnership Building <input checked="" type="checkbox"/>  Sustaining Regional Identity  Organizational
2. Strengthen the message of the Heritage Area to stakeholders (value to heritage tourism)	i. Make information readily available to assist visitors, residents and stakeholders in locating opportunities, activities and resources. ii. Distribute/Disseminate the message iii. Refresh website with a new design theme iv. Review Economic Impact Study Results	DMO, HA Director	HAAB, Marketing Committee	\$2,400  \$3,950	Management Grant  Chamber of Commerce  Marketing Grant	July 2018 -June 2019  Ongoing	Attend meetings as needed with towns and local groups  Distribute Heritage E-newsletter Quarterly  Promote Heritage Website, Kiosks and other web-based resources  Provide Heritage board members and volunteers with opportunities at meetings/events to help promote Heritage Area  Display Heritage Trifolds through distribution service  Launch of updated Responsive Website	In Mgmt/5yr Plan? Yes  Plan Reference: (page #) 5yr plan p5, goal 2  5yr plan p8, goal 4  If not in plan, why priority?	Heritage Product Development  Partnership Building <input checked="" type="checkbox"/>  Sustaining Regional Identity <input checked="" type="checkbox"/>  Organizational

**Goal 2:** Enhance Regional Identity and Visitor Experience

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start/End Date	Desired Outcome/ Measurable Results	Other Criteria	Categories of Activity (select all that apply)
1. As opportunities arise, identify needs for heritage signage throughout the Heritage Area.	i. Work with heritage stakeholders to plan and design panels/signage ii. Explore funding opportunities iii. Maintain Civil War & MD National Road Signage	HA Director	HAAB Marketing Committee  Chamber of Commerce  Historical Society  GC Arts Council  Garrett County Government	TBD  \$200 per sign per year	National Endowment for the Humanities, Community Legacy, National Trust for Historic Preservation, Maryland Historic Trust, Management Grant	July 2018 -June 2019  Ongoing	Creation of consistent signage messaging, referencing the Interpretive Plan.  Maintain 10 Civil War and MD National Road signs	In Mgmt/5yr Plan? Yes  Plan Reference: (page #) 5yr plan: p7, goal 3  If not in plan, why priority?	Heritage Product Development <input checked="" type="checkbox"/>  Partnership Building  Sustaining Regional Identity <input checked="" type="checkbox"/>  Organizational
	i. Identifv oppoortunities to						Support at least 4 educational events held throughout the	In Mgmt/5yr Plan? Yes	Heritage Product Development <input checked="" type="checkbox"/>

2. Promote Education Opportunities	<p>partner with other organizations to present topics that fit within our Heritage scope and messaging.</p> <p>ii. Disseminate information about opportunities.</p> <p>iii. Host webinars/workshops to educate stakeholders and partners about grant opportunities.</p>	HA Director	All key stakeholders and Partners	\$1,000	Sponsors, Management Grant Preservation Maryland MHAA Grant Program	July 2018 -June 2019	<p>year.</p> <p>Support of the National Road Festival</p> <p>Pending grant award, support promotion of the Maryland Chautauqua: Yesterday and Today Event in 2019</p> <p>Increased engagement of future grant applicants for mini and MHAA project grants.</p>	<p>Plan Reference: (page #) 5yr plan: p7, goal 3</p> <p>If not in plan, why priority?</p>	<p>Partnership Building <input checked="" type="checkbox"/></p> <p>Sustaining Regional Identity <input checked="" type="checkbox"/></p> <p>Organizational</p>
------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------	-----------------------------------	---------	---------------------------------------------------------------------------	----------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------

**Goal 3: Collaborative Relationship Building**

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start/End Date	Desired Outcome/ Measurable Results	Other Criteria	Categories of Activity (select all that apply)
1. Utilize partnerships to coordinate the development of visitor services	<p>i. Coordinate with Garrett Trails and Garrett County Government to support in the development of trails including the Eastern Continental Divide Loop</p> <p>ii. Promote participation in Mini-grant program and MHAA Project Grant program</p> <p>iii. Continual training and provide information to Tourism Specialists at Visitors Center, I-68 &amp; Sideling Hill Welcome Center</p>	HA Director	<p>HAAB</p> <p>Garrett Trails</p> <p>MD State Office of Tourism</p> <p>Chamber of Commerce</p> <p>SHA</p>	TBD	<p>Management Grant / Chamber of Commerce of Commerce</p> <p>Preservation Maryland</p> <p>National Recreation Trails</p> <p>ARC</p> <p>MHAA Grant Program</p>	<p>July 2018 -June 2019</p> <p>Ongoing</p>	<p>Support applications for construction of Otto Lane to New Germany Trail and completion of the Casselman River (Jennings Brothers Railroad) Feasibility Study</p> <p>Include Heritage Area portable display in at least 3 events around county and regionally to disseminate information and raise awareness.</p> <p>Tourism Specialists are able to communicate fluently about our Heritage Area.</p>	<p>In Mgmt/5yr Plan? Yes</p> <p>Plan Reference: (page #) 5 yr plan: p6, goal 2</p> <p>If not in plan, why priority?</p>	<p>Heritage Product Development <input checked="" type="checkbox"/></p> <p>Partnership Building <input checked="" type="checkbox"/></p> <p>Sustaining Regional Identity</p> <p>Organizational</p>
2. Strengthen partnerships to enhance and unify the heritage area offerings and outreach.	<p>i. Continue working with Appalachian Forest Heritage Area</p> <p>ii. Continue Mini-grant Program (Promote, Assist and Administer)</p> <p>iii. Continue relationship with MD Office of Tourism Group Sales division</p> <p>iv. Continue to Build relationships with Tour Operators, promoting heritage tours</p> <p>v. Continue to promote and provide technical assistance to MHAA Project Grant Applicants</p> <p>vi. Share funding and other programmatic information with interested parties/stakeholders as it becomes available.</p> <p>vii. Conduct a minimum of 9 Heritage Area Advisory Meetings</p>	HA Director	<p>HAAB Marketing Committee</p> <p>Appalachian Forest Heritage Area</p> <p>MD State Office of Tourism</p> <p>Motorcoach Associations</p>	<p>\$10,000</p> <p>\$3,750</p>	<p>Management Grant</p> <p>Chamber of Commerce</p>	<p>July 2018 -June 2019</p> <p>Ongoing</p>	<p>Attend AFHA Meetings and participate in sub-committee</p> <p>Provide \$10K for local projects via the mini-grant program</p> <p>Continue to disseminate information about heritage related attractions to the MD Office of Tourism</p> <p>Attend at least 2 group travel Shows/Sales Retreats</p> <p>Meet with at least 10 tour operators/group leaders to promote heritage tours</p> <p>Increased engagement including new grant applications.</p>	<p>In Mgmt/5yr Plan? Yes</p> <p>Plan Reference: (page #) 5 yr plan: p6, goal 2</p> <p>If not in plan, why priority?</p>	<p>Heritage Product Development</p> <p>Partnership Building <input checked="" type="checkbox"/></p> <p>Sustaining Regional Identity <input checked="" type="checkbox"/></p> <p>Organizational</p>

**Goal 4: Stewardship & Promotion of Resources**

							Desired Outcome/ Measurable		Categories of Activity
--	--	--	--	--	--	--	-----------------------------	--	------------------------

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start/End Date	Desired Outcome/Measurable Results	Other Criteria	(select all that apply)
1. Communicate information about our heritage area identity and strengthen positive perceptions.	<ul style="list-style-type: none"> <li>i. Work with Chamber of Commerce to increase Heritage Area Awareness</li> <li>ii. Promote Autumn Glory Festival</li> <li>iii. Educate the public through our e-newsletter, social media, mobile app, interactive virtual experience, and website updates.</li> <li>iv. Advertise in publications such as History &amp; Heritage, Preservation Magazine, etc. and online outlets such as Baltimore Sun, Pittsburgh Post Gazette</li> </ul>	HA Director, DMO	<ul style="list-style-type: none"> <li>HAAB Marketing Committee</li> <li>Chamber of Commerce</li> </ul>	\$17,000	<ul style="list-style-type: none"> <li>Management Grant</li> <li>Marketing Grant</li> <li>Chamber of Commerce</li> </ul>	July 2018 -June 2019	<ul style="list-style-type: none"> <li>Participate in Chamber events to inform business and stakeholders of the benefits of becoming a heritage partner, participate in the Annual Report at Chamber Dinner</li> <li>Continuation of the Turkey Trail with increased promotion of turkey dinners at AG Festival and through print &amp; online advertising</li> <li>Increased visibility and engagement on our website, social media, mobile app, e-newsletter and press releases.</li> <li>Expanded heritage brand awareness through print and online media</li> </ul>	<ul style="list-style-type: none"> <li>In Mgmt/5yr Plan? Yes</li> <li>Plan Reference: (page #)</li> <li>5 yr plan: p8, goal 4</li> <li>5yr plan: p5, goal 2</li> <li>If not in plan, why priority?</li> </ul>	<ul style="list-style-type: none"> <li>Heritage Product Development <input checked="" type="checkbox"/></li> <li>Partnership Building <input checked="" type="checkbox"/></li> <li>Sustaining Regional Identity <input checked="" type="checkbox"/></li> <li>Organizational</li> </ul>
2. Ensure Heritage assets are considered and included in county and municipality planning documents.	<ul style="list-style-type: none"> <li>i. Work with towns and county governments to review zoning/planning documents to protect and enhance heritage resources</li> <li>ii. Support County A&amp;E Districts</li> <li>iii. Attend necessary meetings of the US-219 project.</li> </ul>	Heritage Director HAAB Chamber GC Arts Council	<ul style="list-style-type: none"> <li>Garrett County Economic Development</li> <li>Local governments</li> <li>Garrett County Municipalities</li> <li>GC Arts Council</li> </ul>	In Kind	Chamber of Commerce, Management Grant	Ongoing	<ul style="list-style-type: none"> <li>Work with county &amp; municipalities to review Guidelines/ Recommendations for zoning/planning policies that preserve and protect heritage resources.</li> <li>Attend Sustainable Community meetings.</li> <li>Promotion of Heritage related activities and assets in county A&amp;E districts.</li> <li>Continue to work with SHA to mitigate negative impacts of US 219 project on heritage sites.</li> </ul>	<ul style="list-style-type: none"> <li>In Mgmt/5yr Plan? Yes</li> <li>Plan Reference: (page #)</li> <li>5yr plan: p8, goal 4</li> <li>Mgmt plan: Chapter 7-10</li> <li>If not in plan, why priority?</li> </ul>	<ul style="list-style-type: none"> <li>Heritage Product Development</li> <li>Partnership Building <input checked="" type="checkbox"/></li> <li>Sustaining Regional Identity <input checked="" type="checkbox"/></li> <li>Organizational</li> </ul>
3. Advocate for resources to support the Heritage Area including Local, State and Federal resources	<ul style="list-style-type: none"> <li>i. Attend PACE, Tourism Day, Heritage Reception</li> <li>ii. Meet with elected local, state &amp; federal officials.</li> <li>iii. Submit letters of support and provide testimony for state funding.</li> <li>iv. Submit letters of support and provide testimony for federal projects</li> </ul>	Heritage Director Chamber HAAB	<ul style="list-style-type: none"> <li>HAAB</li> <li>Chamber of Commerce</li> <li>Local, State &amp; Federal Officials</li> <li>MHAA</li> <li>HA Coalition</li> </ul>	\$1,350	Chamber of Commerce, Management Grant	<ul style="list-style-type: none"> <li>July 2018 -June 2019</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>To secure annual funding included in Maryland Budget and county budget (county accommodation tax for match)</li> <li>Support National designation of the Appalachian Forest Heritage Area</li> <li>Additional state and federal funding sources for projects in Garrett County.</li> </ul>	<ul style="list-style-type: none"> <li>In Mgmt/5yr Plan? Yes</li> <li>Plan Reference: (page #)</li> <li>Mgmt plan: Chapter 5-4</li> <li>If not in plan, why priority?</li> </ul>	<ul style="list-style-type: none"> <li>Heritage Product Development</li> <li>Partnership Building <input checked="" type="checkbox"/></li> <li>Sustaining Regional Identity <input checked="" type="checkbox"/></li> <li>Organizational</li> </ul>

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	Sustaining Regional Identity	Building Partnerships
------------------------------	------------------------------	-----------------------

	Number of enhanced heritage attractions, activities, events	<input checked="" type="checkbox"/>	Local communications, programs to educate residents about regional identity	<input checked="" type="checkbox"/>	Number of organizations served through technical assistance and grant programs
	Increased attendance at heritage attractions, activities, events (year over year percentage)		Anecdotes from stakeholders, residents		
	Capital investment		Increased number of volunteer hours and dollars donated locally		Three demonstrations of how heritage area management entity assistance added value, helped accomplish mission (preferably in heritage product development, sustaining regional identity)
	New designated resources – byways, historic districts, protection, arts & entertainment districts - to attract or contribute to heritage area, heritage tourism		Participation in making positive change in county comprehensive plan		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)
<input checked="" type="checkbox"/>	Increase in other cultural/natural products and services related to heritage area awareness, themes, or heritage tourism (interpretation, guide training, signage, local marketing communications)		Participation in development of new design guidelines, preservation/conservation policy		New partnerships cultivated to overcome preservation, protection challenge