

ANNUAL WORK PLAN CHART

FY 18

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 tour 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. Disseminate public interpretation provided by SHA for the US-219 Mitigation	HA Director	HAAB Marketing Committee SHA	\$2,000	Management Grant Marketing Grant Chamber of Commerce	July 2017 -June 2018 Ongoing	Add 2 New App Tours Add 2 New Fall Foliage Driving Tours (short & long) Create at least 2 Google Tours of Historic Destinations Historical data provided by SHA to educate and promote Heritage Area Sites.	In Mgmt/5yr Plan? Yes Plan Reference: (page #) 5yr plan: p8, goal 4 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 in locating opportunities, activities and resources. iii. Distribute/Disseminate the message	DMO, HA Director	HAAB, Marketing Committee	\$1,200	Management Grant Chamber of Commerce	July 2017 -June 2018	Attend meetings 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	In Mgmt/5yr Plan? Yes Plan Reference: (page #) 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
3. Support African American Heritage in Garrett County.	i. Work with town of Oakland to review engineering report to determine next steps of project	HA Director	HA Director Town of Oakland	TBD	Management Grant	Ongoing	Review & Asses the Engineering Report Results Choose appropriate site to locate building Explore Potential Funding Opportunities	In Mgmt/5yr Plan? Plan Reference: (page #) Mgmt Plan: 2-13/14 If not in plan, why priority? While not specifically in the plan, this project is important as it is one of the only structures remaining in the county associated with African-American history.	Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity 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, DMO, Historical Society, Arts Council, Garrett County Government, MNRA	TBD \$200 per sign per year	National Endowment for the Humanities, Community Legacy, National Trust for Historic Preservation, Maryland Historic Trust, Management Grant	July 2017 -June 2018 Ongoing	Create and Promote consistency of signage messaging, referencing the Interpretive Plan. Maintain 10 Civil War and MNRA signs	In Mgmt/5yr Plan? Yes Plan Reference: (page #) 5yr plan: p10 If not in plan, why priority?	Heritage Product Development <input checked="" type="checkbox"/> Partnership Building Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational
2. Promote Education Opportunities	i. Identify opportunities to partner with other organizations to present topics that fit within our Heritage scope and messaging. ii. Disseminate information about opportunities.	HA Director	All key stakeholders and Partners	\$750	Sponsors, Management Grant Preservation Maryland	July 2017 -June 2018	Support at least 4 educational events held throughout the year.	In Mgmt/5yr Plan? Yes Plan Reference: (page #) 5yr plan: p7, 8 If not in plan, why priority?	Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational

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	i. Coordinate with Garrett Trails to assist in the development of historic trails iii. Promote participation in Mini-grant program and MHAA Project Grant program iv. Continual training of Tourism Specialists at Visitors Center and I-68 Welcome	MNRA HA Director	HAAB AFHA Garrett Trails OTD Chamber SHA	\$2,500	Management Grant / Chamber of Commerce Preservation Maryland National Recreation Trails ARC	July 2017 -June 2018 Ongoing	Assist to secure funding for trails projects. Explore need and available resources for step-on-guides Include Heritage Area portable display in at least 3 events around county and regionally to disseminate information and raise awareness.	In Mgmt/5yr Plan? Yes Plan Reference: (page #) 5 yr plan: p9	Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity Organizational

	Center						Tourism Specialists are able to communicate fluently about our Heritage Area.	If not in plan, why priority?	
2.Strengthen partnerships to enhance and unify the heritage area offerings and outreach.	<ul style="list-style-type: none"> i. Continue working with Appalachian Forest Heritage Area ii. Continue Mini-grant Program (Promote, Assist and Administer) - Research increasing cap & increasing individual grant awards iii. Continue relationship with MD Office of Tourism Group Sales division iv. Continue to Build relationships with Tour Operators, promoting heritage tours v. Continue to promote and provide technical assistance to MHAA Project Grant Applicants vi. Supporting Town of Oakland efforts for feasibility study of Passenger Rail Service 	HA Director	HAAB Marketing Committee, Appalachian Forest Heritage Area, MD State Office of Tourism, Motorcoach Associations	\$10,000 \$3,750	Management Grant Chamber of Commerce	July 2017 -June 2018 Ongoing	<p>Attend AFHA Meetings and participate in sub-committee</p> <p>Provide \$10K-\$15K 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 Motorcoach Shows/Sales Retreats</p> <p>Meet with at least 10 tour operators to promote heritage tours</p> <p>Pending grant award, completion of Passenger Rail Service Feasibility Study</p>	<p>In Mgmt/5yr Plan? Yes</p> <p>Plan Reference: (page #) 5 yr plan: p8, goal 4</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

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. Communicate information about our heritage area identity and strengthen positive perceptions.	<ul style="list-style-type: none"> i. Work with Chamber of Commerce to increase Heritage Area Awareness ii. Promote 50th Autumn Glory Festival iii. Educate the public through our e-newsletter, social media, mobile app, and website updates. 	HA Director, DMO	HAAB Marketing Committee, Chamber of Commerce	\$5,000	Management Grant Marketing Grant Chamber of Commerce	July 2017 -June 2018	<p>Participate in the Getting to Know your Chamber events to inform business and stakeholders of the benefits of becoming a heritage partner, participate in the Annual Report at Chamber Dinner</p> <p>Creation of the Turkey Trail promotion of turkey dinners at AG Festival and through print & online advertising</p> <p>Increased visibility and engagement on our website, social media, mobile app, e-newsletter and press releases.</p>	<p>In Mgmt/5yr Plan? Yes</p> <p>Plan Reference: (page #) 5yr plan: page 8, goal 4</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 <input checked="" type="checkbox"/></p> <p>Organizational</p>

2. Ensure Heritage assets are considered and included in county and municipality planning documents.	i. Work with towns and county governments to develop zoning/planning documents to protect and enhance heritage resources ii. Support County A&E District Efforts	Heritage Director HAAB Chamber GC Arts Council	Garrett County Economic Development Local governments Garrett County Municipalities	In Kind	Chamber of Commerce, Management Grant	July 2017 -June 2018 Ongoing	Work with municipalities to Develop Guidelines/ Recommendations for zoning/planning policies that preserve and protect heritage resources Review Sustainable Community Plans and provide input Promotion of Heritage related activities and assets in county A&E districts	In Mgmt/5yr Plan? Yes Plan reference: (page #) 5yr plan: page 8, goal 4 Mgmt plan: Chapter 7 If not in plan, why priority?	Heritage Product Development Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational
3. Advocate for resources to support the Heritage Area including Local, State and Federal resources	i. Attend PACE, Tourism Day, Heritage Reception	Heritage Director Chamber HAAB	HAAB Chamber Local, State & Federal Officials MHAA HA Coalition	\$1,500	Chamber of Commerce, Management Grant	July 2017 -June 2018 Ongoing	To secure annual funding included in Maryland Budget and county budget (county accommodation tax for match)	In Mgmt/5yr Plan? Yes Plan Reference: (page #) 5yr plan: page 8, goal 4 Mgmt plan: Chapter 7 If not in plan, why priority?	Heritage Product Development Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational

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