

BALTIMORE NATIONAL HERITAGE AREA Comprehensive Management Plan



The Baltimore National Heritage Area works to promote, preserve, and enhance Baltimore's historic and cultural legacy and natural resources for current and future generations.



Published in 2013 by the Baltimore Heritage Area Association, Inc.,
the management entity of the Baltimore National Heritage Area

Cover Photo by Greg Pease Photography





BALTIMORE NATIONAL HERITAGE AREA

Management Plan

2013

Cover Page Photos
Flag House Exhibit (left): Visit Baltimore
Flag House (middle): Visit Baltimore
Guided Tour (right): BHAA/Sue Izard

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Acronyms

ATR	authorized technical representative
BACVA	Baltimore Area Convention and Visitors Association (now Visit Baltimore)
BAF	Baltimore Architecture Foundation
BCHA	Baltimore City Heritage Area (original state heritage area name)
BCHS	Baltimore City Historical Society
BCPS	Baltimore City Public Schools
BDC	Baltimore Development Corporation
BDOT	Baltimore Department of Transportation
BGM	Baltimore Green Map
BHAA	Baltimore Heritage Area Association
BHI	Baltimore Heritage, Inc.
BNHA	Baltimore National Heritage Area
BOPA	Baltimore Office of Promotion and the Arts
BTA	Baltimore Tourism Association
BWI	Baltimore-Washington International Thurgood Marshall Airport
CBGN	Chesapeake Bay Gateways and Watertrails Network
CHAP	Commission for Historical and Architectural Preservation
CRUSA	Capital Region USA
CWM	Baltimore Civil War Museum
DGS	Baltimore Department of General Services
DHPA	designated habitat protection area
DMO	destination marketing organization
DPOB	Downtown Partnership of Baltimore
FOMC	Fort McHenry National Monument and Historic Shrine
FPMS	Fell's Point Main Street
FPSP	Society for the Preservation of Federal Hill and Fell's Point (commonly called Fell's Point Preservation Society)
GBC	Greater Baltimore Committee
GBCA	Greater Baltimore Cultural Alliance
GBHA	Greater Baltimore History Alliance
HAC	Heritage Advisory Committee (of the BHAA)
HJI	Historic Jonestown, Inc.
MAP	management action plan
MARC	Maryland Area Regional Commuter (rail system)

MdHS	Maryland Historical Society
MHAA	Maryland Heritage Areas Authority
MHT	Maryland Historical Trust
MOTD	Maryland Office of Tourism Development
MSAC	Maryland State Arts Council
MSHA	Maryland State Highway Administration
MSU	Morgan State University
MTA	Maryland Transit Administration
MWHC	Maryland Women's Heritage Center
NAHA	National Alliance of Heritage Areas
NCSHPO	National Council of State Historic Preservation Officers
NHT	national historic trail
NPS	National Park Service
P&P	Parks & People Foundation
PM	Preservation Maryland
R&P	Baltimore City Department of Recreation and Parks
STSP	Star-Spangled Banner National Historic Trail
TAC	Technical Advisory Committee (to the Maryland Heritage Areas Authority)
USCHT	U.S. Cultural Heritage Tourism Marketing Council
USTA	U.S. Travel Association
UTC	urban tree canopy
VB	Visit Baltimore
VFR	visits to family and friends
WPB	Waterfront Partnership of Baltimore

1 Background

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1.1 Introduction

Baltimore's concentration of historic, cultural, and natural resources makes the city truly representative of the national experience. Congress has acknowledged Baltimore—and other heritage-rich places across the country—for their capacity to tell nationally important stories about America by designating them national heritage areas. Baltimore is one of 49 national heritage areas around the country and one of only a few located primarily in an urban environment. Congress designated the Baltimore National Heritage Area on March 30, 2009 when it adopted Public Law 111-11 (Appendix A). The *Feasibility Study for a Baltimore National Heritage Area* (Baltimore City 2006b) supported designation, concluding that Baltimore is eligible for national heritage area designation based on the extensive presence of nationally significant heritage and associated historic and cultural resources and strong public support.

1.2 Evolution of a National Heritage Area in Baltimore

National heritage area designation followed years of work—beginning in the mid-1990s—by the city of Baltimore and its heritage partners to recognize the city's nationally important heritage landscape. Before national designation the heritage area was designated and managed as a Maryland state heritage area in accordance with requirements of the Maryland Heritage Areas Program. For more than a decade the community laid the groundwork for the heritage area to become America's first truly urban national heritage area.

1.2.1 Certification as a State Heritage Area: 2001 Baltimore City Management Action Plan

Early efforts to establish a heritage area in the city of Baltimore were led by the Baltimore City Commission for Historic and Architectural Preservation (CHAP). CHAP is a commission appointed by the mayor for the purpose of enhancing and promoting the culture and economy of Baltimore through the preservation of buildings, structures, sites, and neighborhoods that have aesthetic, historic, and architectural value. Following passage of House Bill 1 establishing the new Maryland Preservation and Tourism Areas Program in 1996, CHAP organized local support for a heritage area in the city and successfully accomplished designation as a recognized heritage area in 1997. In the ensuing four years, CHAP coordinated completion of the *Baltimore City Management Action Plan* (Baltimore City 2001) working with a steering committee appointed by the mayor, staff in the city's department of planning, and a team of contractors. A year after city adoption of the plan, the Baltimore City Heritage Area (BCHA) became one of the early heritage areas in the state to be certified by the Maryland Heritage Areas Authority.

The *Baltimore City Management Action Plan* (Baltimore City 2001) established five goals for the heritage area:

- **Management:** Establish a management entity to oversee a coordinated approach to implementing and sustaining the management action plan.
- **Promotion:** Promote discovery of the city's tourist attractions beyond the Inner Harbor.
- **Preservation:** Create and foster the awareness and stewardship of the city's heritage resources by visitors and residents alike.
- **Development:** Create business and development opportunities and more jobs for city residents through increased visitor activity.
- **Neighborhoods:** Clean up and revitalize neighborhoods to make them attractive to visitors and to improve the quality of life for residents.

Management solutions and recommendations in the plan responded to each of the five goals through capital and non-capital projects and advocacy actions. The plan explicitly called for implementation to occur on several levels, challenging the heritage area to:

- seek out and form partnerships to implement action items identified in the plan
- become an advocate for action items to be implemented through partnerships, city agencies or private organizations, or combined public/private joint ventures
- independently implement and carry out the action items identified in the plan

Primary management recommendations in the plan called for a heritage area management entity, explicitly stating that it would function as an advisor to the city and would be supported by several staff members housed within a department of the Baltimore Mayor's Office.



In September 2012, Baltimore City Mayor Stephanie Rawlings-Blake unveiled the storyboard signs for the heritage area's Pennsylvania Avenue Heritage Trail. The trail winds through the Old West Baltimore National Register Historic District and highlights the city's African American history.

Image: Mark Dennis, City of Baltimore

1.2.2 Management Following State Heritage Area Certification

Following completion of the 2001 management plan and heritage area certification by the state of Maryland, the heritage area continued CHAP's work, building strong partnerships and moving forward with implementation of the plan. An executive director was hired. A forty-person advisory committee included leaders from the city's major heritage, cultural, and tourism organizations. Operating within the mayor's office, BCHA staff worked with the board to implement the management framework and recommended actions of the 2001 plan (Baltimore City 2001). By 2005, BCHA leaders and staff succeeded in implementing much of the plan, including completing several ambitious partnership projects such as:

- development of the Star-Spangled Trails
- design and installation of pedestrian wayfinding signage in the Fell's Point neighborhood
- creation of the Authentic Baltimore program which promotes sites, services, and events that meet standards for authenticity and quality

- management of Teaching American History teachers' institutes that utilize Baltimore's key historic resources to teach American history
- creation of the *Road Wars* film, a documentary about the successful resistance by Baltimoreans in the 1960s and 1970s for building I-95 on land adjoining the Inner Harbor and historic neighborhoods

1.2.3 Expanding the Management Effort: 2007 Management Action Plan Update

In 2005 the BCHA Advisory Committee determined that it was time to review and revise priorities and strategies for interpretation, preservation, and promotion of the heritage area. A new planning effort commenced to direct the organization's focus for the next ten years. The process included review of the 2001 plan to determine the continuing relevance of management goals, joint meetings of the Advisory Committee and the management planning team, and stakeholder meetings with heritage area partners and potential collaborators. Two years later the city adopted the *Management Action Plan Update* (Baltimore City 2007).

The plan included revised goals and a heritage area vision. Five strategic goals—one for each of the plan's core components—framed the action items needed to attain the vision:

- **Interpretation:** Interpret Baltimore as the unique port city where an American identity was forged and refined.
- **Preservation:** Strengthen support for the preservation of Baltimore's heritage resources.
- **Economic Development:** Increase the economic benefits of heritage tourism in Baltimore.
- **Neighborhoods:** Assist neighborhoods to improve their quality of life, become more visitor-ready, and balance tourism and community.
- **Management:** Assure a strong, sustainable management organization for the Baltimore City Heritage Area.

Major new management directions recommended in the *Management Action Plan Update* (Baltimore City 2007) included:

- expansion of the heritage area boundary
- implementation of an interpretive framework composed of five overarching themes to provide the basis for developing interpretive programs

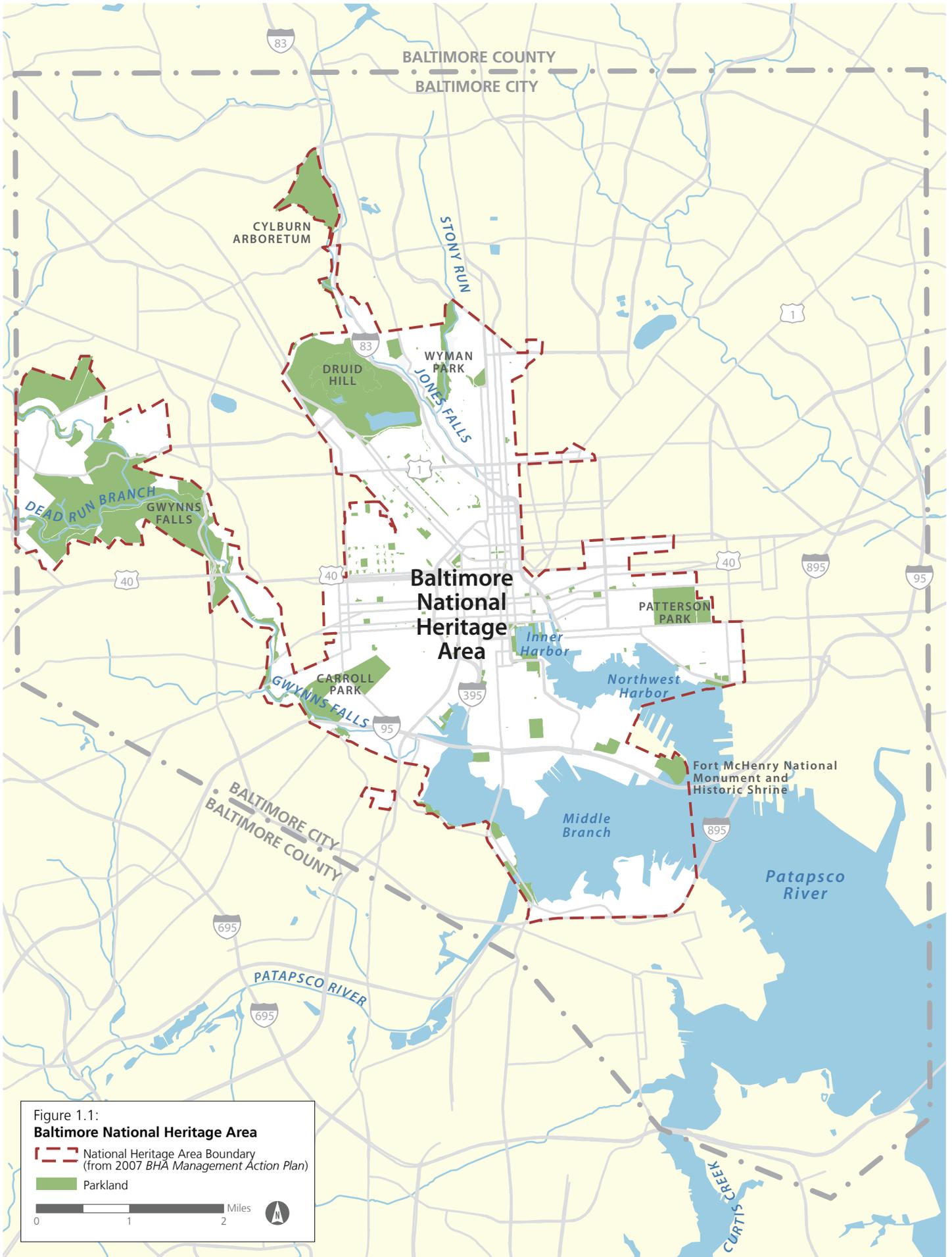


Figure 1.1:
Baltimore National Heritage Area
 - - - National Heritage Area Boundary
 (from 2007 BHA Management Action Plan)
 ■ Parkland

0 1 2 Miles



1.2.4 Becoming a National Heritage Area: 2006 Feasibility Study for a Baltimore National Heritage Area

In the early 2000s heritage area leaders and the National Park Service (NPS) confirmed the mutual benefit to both the Baltimore City Heritage Area and the NPS that a more formalized relationship could offer and decided to pursue designation of the Baltimore National Heritage Area. Support for designation came through joint efforts to expand the educational and interpretive reach of Fort McHenry National Monument and Historic Shrine, raising funds for a new visitor center at the fort, and planning the national observance of the bicentennial of the War of 1812 and the Battle of Baltimore from 2012 through 2014. In 2003, the BCHA hosted a delegation from the NPS Northeast Regional Office. The delegation toured the heritage area and its extensive historic and cultural resources and saw firsthand the interpretive programming made possible through the efforts of the heritage area. A March 2004 letter to the city from the Regional Director of the NPS Northeast Region described a supportive atmosphere for partnership opportunities in Baltimore and described several potentially applicable programs. In September 2004 the national coordinator of the NPS Heritage Area Program attended a heritage area advisory committee meeting. Following these interchanges with the NPS, the heritage area began to pursue NPS programmatic opportunities and to seek local funding for a national heritage area feasibility study.

Three years later the city completed the *Feasibility Study for a Baltimore National Heritage Area* (Baltimore City 2006b), funded by the city government, three foundations, and the NPS. The study concluded that the BCHA was eligible for national heritage area designation based on the extensive presence of nationally significant heritage and associated historic and cultural resources and strong public support. The study further concluded that the city's unique and significant resources complement those already in NPS park units or heritage areas elsewhere, and that the energetic active support from heritage area partners promised to create significant return for the BCHA's investment.

Based on these findings and with the support of the Maryland Congressional Delegation, on March 30, 2009 Congress adopted Public Law 111-11 establishing the Baltimore National Heritage Area (Appendix A).

The Bromo Seltzer Arts Tower at East Lombard and North Eutaw streets is a prominent city landmark. Built in 1911 to house the offices of the Emerson Drug Company, the unique structure is now home to 33 artist studios. The tower is managed by the Baltimore Office of Promotion and the Arts.

Image: Jason Vaughan, BHAA

1.3 Heritage Area Boundary

The Baltimore National Heritage Area includes approximately 22 square miles (Figure 1.1). The Maryland Heritage Areas Authority initially certified the heritage area in 2001 when it approved the *Baltimore City Heritage Area Management Plan* (Baltimore City 2001). In 2007, based on findings of the feasibility study (Baltimore City 2006) the state of Maryland approved expansion of the boundary, adding three areas: Mount Auburn Cemetery, Cylburn Arboretum, and the Middle Branch of the Patapsco River. Areas along the Middle Branch shoreline specifically referenced were the Cruise Maryland Terminal, new marina construction, the National Aquarium Aquatic Life Center, the Westport Redevelopment, the Gwynns Falls Trail, the Baltimore Rowing Club, and Masonville Cove Environmental Center.

The heritage area boundary reflects the five criteria recommended for consideration by the Maryland Heritage Areas Program and the National Heritage Areas Program. The heritage area contains a significantly high concentration of historic, cultural, and natural resources which attract tourists or have considerable potential to attract tourists. The boundaries confirm and illustrate the heritage area's interpretive themes. The incentives available through the Maryland Heritage Areas Program are capable of increasing tourism within the heritage area to produce measurable preservation and economic development. The boundary overlaps to the optimal extent with other local, state, and federal "revitalization" designations. Local governments and private interests are prepared to commit resources to preservation and tourism development within the heritage area.



1.4 Management Plan for the National Heritage Area

1.4.1 Purpose of the Management Plan

In 2011 the Baltimore Heritage Area Association, Inc. (BHAA) was created and received designation by the Internal Revenue Service as a 501(c)(3) not-for-profit. As the new local coordinating entity for the heritage area, BHAA is charged with specific duties outlined in Public Law 111-11. Primary among these duties is preparation of a management plan for the heritage area that provides a vision for the heritage area and outlines a management framework that will enable heritage partners to collaboratively realize that vision.

The management plan is intended to build on the planning efforts of the previous two management plans for the state heritage area, updated and expanded to accomplish the purposes for which Congress established the new national heritage area. As such, it will foster local stewardship of heritage resources by enabling the BHAA to better assist local government, regional planning organizations, and nonprofit organizations with:

- carrying out programs and projects that recognize, protect, and enhance important resource values within the national heritage area
- establishing and maintaining interpretive exhibits and programs within the national heritage area
- developing recreational and educational opportunities in the national heritage area
- increasing public awareness of, and appreciation for, natural, historic, scenic, and cultural resources of the national heritage area
- protecting and restoring historic sites and buildings in the heritage area that are consistent with the themes of the national heritage area
- ensuring that signs identifying points of public access and sites of interest are posted throughout the national heritage area
- promoting a wide range of partnerships among governments, organizations, and individuals to further the purposes of the national heritage area

1.4.2 Need for the Management Plan

The management plan is needed to provide long-term coordinated direction for the BHAA and its partners for administration and management of the new national heritage area, including the following components as mandated in its enabling legislation:

- comprehensive policies, goals, strategies, and recommendations for telling the story of the heritage of the region and encouraging long-term resource protection, enhancement, interpretation, funding, management, and development of the national heritage area
- actions and commitments that governments, private organizations, and citizens plan to take to protect, enhance, and interpret the natural, historic, scenic, and cultural resources of the national heritage area
- existing and potential sources of funding or economic development strategies to protect, enhance, interpret, fund, manage, and develop the national heritage area
- an inventory of the natural, historic, cultural, educational, scenic, and recreational resources of the national heritage area relating to the stories and themes of the region that should be protected, enhanced, managed, or developed
- recommended policies and strategies for resource management including, the development of intergovernmental and interagency agreements to protect the natural, historic, cultural, educational, scenic, and recreational resources of the national heritage area
- a program for implementation of the management plan, including (i) performance goals; (ii) plans for resource protection, enhancement, and interpretation; and (iii) specific commitments for implementation that have been made by the local coordinating entity or any government, organization, business, or individual
- an analysis of, and recommendations for, ways in which federal, state, tribal, and local programs may best be coordinated (including the role of the NPS and other federal agencies associated with the national heritage area)
- an interpretive plan for the national heritage area
- a business plan that (i) describes the role, operation, financing, and functions of the local coordinating entity and of each of the major activities described in the management plan; and (ii) provides adequate assurances that the local coordinating entity has the partnerships and financial and other resources necessary to implement the management plan for the national heritage area

1.5 Accomplishments of the Baltimore Heritage Area Association

Since becoming certified by the Maryland Heritage Areas Program in 2001, BHAA has made significant strides towards implementing recommendations of the heritage area's *Management Action Plan* (Baltimore City 2001) and *Management Action Plan Update* (Baltimore City 2007). Most notable accomplishments are summarized in Table 1.1 below.

Table 1.1 Major Accomplishments of the Baltimore Heritage Area Association

Accomplishment	Type of Action
<p>Heritage Walk, Mount Vernon Cultural Walk, and Pennsylvania Avenue Heritage Trail—Each trail includes a map/guide product, historic site markers, and large storyboard interpretive signs. Tours (daily for Heritage Walk and on weekends for Cultural Walk; by reservation for the Pennsylvania Avenue Heritage Trail) are offered May through the end of October for a nominal fee to visitors and residents. The Pennsylvania Avenue Heritage Trail also includes a unique website (www.pennsylvaniaavenuebaltimore.com).</p> <p>Guided tours have been provided to approximately 7,260 visitors and residents since 2008.</p>	<ul style="list-style-type: none"> • Interpretation • Neighborhood • Revitalization • Economic Development
<p>Fell's Point Trail – The Historic Fell's Point Trail is currently in the final stages of completion and will come “online” in 2014 to coincide with the bicentennial of the War of 1812. Guided walking tours for this trail as a pilot project started during the summer of 2011.</p>	<ul style="list-style-type: none"> • Interpretation • Neighborhood • Revitalization • Economic Development
<p>BHAA Staffing – Hiring of a director, trails and byways manager, and education and outreach administrator. The heritage area successfully turned the part-time tour coordinator position into a full-time trails and byways manager position.</p>	<ul style="list-style-type: none"> • Management
<p>National Heritage Area Designation – Designation as a national heritage area following the completion of a Feasibility Study for a Baltimore National Heritage Area that was tied to the completion of the Management Action Plan Update in 2006. President Obama signed the Omnibus Public Land Management Act of 2009 on March 30, 2009 designating the Baltimore National Heritage Area.</p>	<ul style="list-style-type: none"> • Management
<p>National Scenic Byway Designation – Designation of the Charles Street National Scenic Byway as a national scenic byway. Following completion of the nomination application in December 2008, Charles Street was successfully designated a national scenic byway on October 19, 2009.</p>	<ul style="list-style-type: none"> • Management
<p>PS 103 Assessment and Plan – Completion of an Assessment and Plan for PS103 (Thurgood Marshall's Elementary School at 1315 Division Street). The plan calls for nominating the site as a National Historic Landmark and outlines how the city can work with a tenant to develop an interpretive component to the site that does not rely upon city funding. The assessment and plan includes the following components: a historic structures report, a history study (with 30 oral histories), an interpretive plan, a draft nomination for National Historic Landmark designation, and a management/phasing/financing plan.</p>	<ul style="list-style-type: none"> • Preservation • Management
<p>Baltimore Civil War Exhibits – Refurbishment of exhibits at the Baltimore Civil War Museum at President Street Station and opening of the Eastern National-managed bookstore and gift shop.</p>	<ul style="list-style-type: none"> • Interpretation • Economic Development
<p>War of 1812 Bicentennial Commemoration Planning – Hiring a planner to develop a plan for Baltimore's participation in the War of 1812 Bicentennial. A committee structure was created with seven working committees and twenty-five sub-committees to manage the work</p>	<ul style="list-style-type: none"> • Management

Table 1.1 Major Accomplishments of the Baltimore Heritage Area Association (continued)

Accomplishment	Type of Action
Civil War Sesquicentennial Commemoration Kick-Off – Managed Baltimore’s kick-off to the state’s commemoration of the sesquicentennial of the Civil War by hosting a commemorative parade, living history performance, and a grand opening reception for the Baltimore Civil War Museum at President Street Station.	<ul style="list-style-type: none"> • Interpretation • Economic Development
Small Capital Grants Program – Awarded more than \$1 million in 72 separate project grants to organizations completing small capital projects. These small capital projects assist organizations with visitor-readiness.	<ul style="list-style-type: none"> • Preservation
Baltimore City Lecture Series – Provided 13 lectures at Baltimore City Hall as part of a brown-bag lunch series on the city’s history and personalities. The series, “It’s More than History,” was held on Fridays in February and March 2011 and in February, March, and April in 2012.	<ul style="list-style-type: none"> • Interpretation
Self-Guided GPS Tours – Completed a GPS-based self-guided product that visitors and residents pick up at the Inner Harbor Visitor Center to explore Pennsylvania Avenue Heritage Trail, Mount Vernon Cultural Walk, Historic Fell’s Point Trail, and Charles Street National Scenic Byway.	<ul style="list-style-type: none"> • Interpretation
Authentic Baltimore Program – Developed the Authentic Baltimore (www.authenticbaltimore.org) program which highlights sites, events, lodging, and restaurants that are unique to the Baltimore National Heritage Area.	<ul style="list-style-type: none"> • Interpretation • Economic Development
Charles Street National Scenic Byway Map and Guide – Designed and distributed a map/guide product for the Charles Street National Scenic Byway.	<ul style="list-style-type: none"> • Interpretation
Grant Application Assistance to Partners – Worked with partners to draft competitive grant applications to the Maryland Heritage Areas Authority. In ten years the heritage area and its partners have received 79 grants for a total of \$3,390,495.	<ul style="list-style-type: none"> • Preservation • Interpretation
Baltimore Heritage Area Association – Formed a 501(c)(3) organization, Baltimore Heritage Area Association Inc., to effectively manage the heritage area in 2012 and beyond.	<ul style="list-style-type: none"> • Management
E-Blast Communications – Created an effective e-blast communication system for partners, providing regular partner blasts and news blasts throughout the year.	<ul style="list-style-type: none"> • Management
1812 Traveling Exhibit – Developed an 1812 Traveling Exhibit (“Defense of a Nation: Maryland in the War of 1812”) that travels locally and regionally to increase awareness in the bicentennial and drive cultural heritage travelers to Baltimore during the bicentennial years.	<ul style="list-style-type: none"> • Interpretation
Teacher Resource Guide – Developed a Teacher Resource Guide (<i>Defense of a Nation: Maryland’s Role in the War of 1812</i>) along with two teacher curricula for use in the classroom.	<ul style="list-style-type: none"> • Interpretation
Baltimore City Historic Site Plaque Program – Developed a process to manage the city’s historic site plaque program in coordination with the city’s Commission for Historic and Architectural Preservation. The program installs interpretive plaques on city landmarks and other significant resources.	<ul style="list-style-type: none"> • Interpretation
Heritage Area Partner of the Year Award – Introduced the Heritage Area Partner of the Year Award in 2011. The award recognizes individuals and organizations that have played a significant role in advancing and supporting the goals and objectives of the BNHA.	<ul style="list-style-type: none"> • Management
Tour Guide Training – Provided tour guide training in order to ensure factual and professional tours to Baltimore visitors and residents. In addition to the training the heritage area provides to its urban rangers, the heritage area began offering day-long workshops on effective guide practices and Baltimore history. The initial program was funded by a grant from the National Park Foundation.	<ul style="list-style-type: none"> • Interpretation

Table 1.1 Major Accomplishments of the Baltimore Heritage Area Association (continued)

Accomplishment	Type of Action
<p>Star-Spangled Sailabration Coordination – The Baltimore National Heritage Area served as the city’s lead coordinator for the U.S. Navy’s community relation activities. Eleven sites across the city welcomed military personnel (U.S. Navy, U.S. Marines, U.S. Coast Guard, and U.S. Naval Academy midshipmen) in volunteer activities, often with additional support from neighbors and others interested in providing a helping hand. More than 400 military and 125 civilian volunteers participated in the projects, which ranged from preparing nutritious meals for those-in-need (Meals on Wheels of Central Maryland) to planting nearly 2,000 plants at the Rawlings Conservatory in Druid Hill Park. Navy personnel and local volunteers created community gardens in Charles Village and Westport, assisted Civic Works in restoration work at Clifton Mansion, and helped the Preservation Society of Federal Hill and Fell’s Point conserve its archival records documenting the War of 1812.</p>	<ul style="list-style-type: none"> • Management
<p>Passport to the War of 1812 Bicentennial Celebration – Produced the “Passport to the Bicentennial Celebration for The War of 1812 (2012-2014)” distributing over 20,000 copies to people of all ages during the Sailabration. Passport holders can get their passports stamped at visiting ships and local 1812 sites and events throughout the bicentennial commemoration. Generously funded by the Dorothy L. and Henry A. Rosenberg, Jr. Foundation.</p>	<ul style="list-style-type: none"> • Interpretation

1.6 Coordination with Other Efforts

1.6.1 Heritage Areas Programs

NATIONAL HERITAGE AREAS PROGRAM

National heritage areas are places designated by congress where the natural, cultural, historic, and scenic resources are considered uniquely representative of the American experience. Ronald Reagan signed legislation in 1984 establishing the first national heritage area—the Illinois & Michigan Canal National Heritage Corridor—and creating a new kind of NPS designation. Today there are 49 national heritage areas across America including the Baltimore National Heritage Area. The NPS’s authority to carry out the heritage area program is found in the Historic Sites Act, the National Preservation Act of 1966, and related statutes. Each heritage area is authorized separately by a specific statute.

Though they are recognized as nationally important, national heritage areas are the management responsibility of the people who live within them (NPS 2006). A local coordinating entity—such as BHAA—is responsible for facilitating resource stewardship and helping to sustain the area’s economic vitality, guided by a management plan approved by the Secretary of the Interior. The federal government provides technical and financial assistance to heritage areas, but it does not assume ownership of land inside heritage areas or impose land use controls. Partnerships created to administer heritage areas

often cross political boundaries, coordinating the efforts of large numbers of organizations. These broad collaborative relationships have demonstrated a capacity to leverage significant funding and support for large-scale preservation projects which require long-term commitments to build an enduring stewardship ethic (NPS 2006).

The NPS recognizes national heritage areas as significant partners in pursuing its stewardship and educational mission, including identification and protection of nationally significant historic sites (NPS 2006). As in Baltimore, heritage areas tell nationally important stories through a regionally distinctive combination of natural, cultural, historic, and scenic resources. When a unit of the national park system is within a heritage area—such as Fort McHenry National Monument and Historic Shrine at the heart of the Baltimore National Heritage Area—the heritage area can help to strengthen, complement, and support the unit, benefitting the park and the local community by expanding opportunities to interpret and protect resources over a larger landscape (NPS 2006).

BHAA has completed this management plan to comply with requirements of the heritage area’s enabling legislation (see Section 1.4) and in accordance with the national heritage areas program guidelines (NPS 2003). Management actions included in this plan incorporate current and anticipated programmatic as well as administrative requirements of the program (see Section 8.1.6).

MARYLAND HERITAGE AREAS PROGRAM

The Maryland Heritage Areas Program supports heritage-rich communities in their efforts to promote tourism development, economic growth, preservation and conservation. The program has been a pioneer and leader in state heritage areas initiatives, honored in 2006 with a Preserve America Presidential Award. The Maryland Heritage Areas Authority (MHAA) governs the program. It is an independent unit within the executive branch of state government, and is administered by the Maryland Historic Trust, an agency of the Maryland Department of Planning. MHAA includes representatives from nine state agencies and ten members with expertise in heritage-related fields who are appointed by the governor. A recently completed strategic plan (MHAA 2009) outlines actions designed to more intensely focus the Maryland Heritage Areas Program so that it can better manage and sustain the system of state heritage areas.

Maryland state heritage areas are locally designated and state certified regions where public and private partners make commitments to preserving historic, cultural, and natural resources for sustainable economic development through heritage tourism. They are defined by a distinct focus or theme and exhibit tangible evidence of the area's heritage in historic buildings and districts, archeological sites, cultural traditions, and singular natural landscapes, as well as other resources such as museums, parks, and traditional ways of life. Once certified by MHAA, a heritage area becomes eligible for broad program support from state government as well as for matching grants for operating assistance, marketing activities, planning, design, interpretation, and programming. The Baltimore National Heritage Area is one of 12 certified heritage areas in the state, receiving its certification in 2001 after the city completed the initial *Baltimore City Heritage Area Management Action Plan* (Baltimore City 2001).

Since 2012 each certified heritage area is required to have a five-year action plan identifying actions to be completed within five years. All actions must be included in its adopted management action plan (MAP). Each action is described in terms of implementation responsibility, cost, funding source, start and end date, reference to the MAP, desired outcome, and measurable results. On an annual basis heritage areas must submit data for a series of metrics designed to measure its impact in three key categories of activity: development of heritage based product, building partnerships, and sustaining regional identity.

In accordance with this requirement BHAA completed its first *Five-Year Plan for the Baltimore National Heritage Area* (BHAA 2012) in the spring of 2012, coincident with working on the new national heritage area management plan. Management



In April 2012, the BHAA hosted the quarterly Maryland Heritage Areas Authority meeting. After a working session at Fort McHenry National Monument and Historic Shrine, meeting participants traveled by water taxi and motor coach to several heritage sites, including the Frederick Douglass-Isaac Myers Maritime Park in Fell's Point.

Image: Jason Vaughan, BHAA

actions in the five-year plan reference actions identified in the updated *Baltimore City Heritage Area Management Action Plan Update* (Baltimore City 2007). The vision, goals, objectives, and action items stated in the five-year plan also build on the work of the heritage area's two previous management plans (BHAA 2001 and 2007) and have provided the foundation for this new national heritage area management plan (as presented in Sections 5.4, 5.5, and 5.6).

This new management plan is designed to achieve management consistency between the MHAA program and the BHAA's program. MHAA is recognized as one of the BHAA's key partners (see Section 8.2.4). The plan incorporates all actions required for management entities in the MHAA's new strategic plan (MHAA 2009) (see Appendix G). Management actions in this plan explicitly address stewardship of resources in the four categories identified by the state heritage areas program: historic resources, cultural resources, archeological resources, and natural resources (see Section 7.2). Management actions explicitly address state requirements for heritage area planning and evaluation (see Section 8.2.6).

Following approval of this new national heritage area management plan, it will become the approved management action plan (MAP) for both the federal and state heritage areas. At that time BHAA will amend the five-year plan, as appropriate, and submit it to MHAA for review and approval.



Visitors experience the new orientation film at the Fort McHenry Visitor Center's grand opening in March 2011.

Image: Mark Dennis, City of Baltimore

1.6.2 National Park Service Units and Programs

FORT MCHENRY NATIONAL MONUMENT AND HISTORIC SHRINE

Located southeast of Baltimore's Inner Harbor, Fort McHenry National Monument and Historic Shrine (NMHS) is best known for its role in the Battle of Baltimore. The successful defense of the fort against a British attack in September 1814 inspired eyewitness Francis Scott Key to write "The Star-Spangled Banner." The fort was designed by Frenchman Jean Foncin and named after James McHenry, who served as the Secretary of War from 1796 to 1800. It is a tradition that when a new flag is designed for use by the United States, it is first flown over Fort McHenry over the same ramparts referred to in the National Anthem.

Administered by the NPS, Fort McHenry is the only unit of the national park system designated as both a national monument and a historic shrine. Fort McHenry is open to the public year round and offers visitor programs and special events that highlight the park's history.

BHAA has enjoyed a very strong partnership with the NPS at Fort McHenry NMHS for more than a decade. Through consistent communication, common interpretive messages, and

joint programs, BHAA and NPS have made a significant impact on the local heritage tourism community. BHAA routinely collaborates with the NPS thanks to excellent communication channels that have been developed by staff jointly serving on advisory committees and boards. Through the management actions proposed in this management plan this relationship will be further nurtured and new initiatives will be explored that will help NPS reach beyond the physical boundary of the park into the greater community.

CHESAPEAKE BAY GATEWAYS AND WATERTRAILS NETWORK

Established by Congress in 1998, the Chesapeake Bay Gateways and Watertrails Network (CBGN) is a partnership of parks, wildlife refuges, historic sites, museums, historic vessels, environmental education centers, information centers, byways, and water trails that provides people with opportunities for meaningful Chesapeake Bay experiences (Figure 1.2). The primary goals of the CBGN, as envisioned by Congress, are to identify, conserve, foster, and interpret natural, recreational, historic, and cultural resources within the Chesapeake Bay. The NPS Chesapeake Bay Office (CHBA) administers the CBGN program, officially designating gateways and providing technical and financial assistance.

Since the first gateway designation in 2000, the CBGN has grown to more than 170 designated gateways located in six states and the District of Columbia, with a combined annual visitation of more than 10 million people. The CBGN includes more than 1,500 miles of established and developing water trails. Through a memorandum of understanding with the NPS, the CBGN partners work with CHBA to provide meaningful Chesapeake Bay experiences, interpret their Chesapeake connections, co-market the gateways in the network, and promote Chesapeake Bay stewardship.

Thirteen sites within the heritage area have received designation as a Chesapeake Bay Gateways and Watertrails Network (CBGN) site. These sites are eligible for technical and financial assistance from the NPS for purposes of identifying, conserving, and interpreting natural, recreational, historical, and cultural resources. To date BHAA has not had a significant role in promoting the CBGN concept or with assisting heritage partners to obtain status as a CBGN site. In the future BHAA will seek to collaborate with NPS regarding how to promote the program within the heritage area and to assist sites with taking advantage of their CBGN status to promote the overall management goals for the heritage area.

NATIONAL HISTORIC TRAILS

Star-Spangled Banner National Historic Trail and Scenic Byway. The Star-Spangled Banner National Historic Trail and Star-Spangled Banner Scenic Byway connect the places, people, and events that led to the birth of our National Anthem during the War of 1812 (Figure 1.2). Established by Congress in May 2008, the Star-Spangled Banner National Historic Trail is one of 19 national historic trails recognized for their historic value and their educational and recreational potential. The Star-Spangled Banner Scenic Byway is a state-designated driving route that follows the historic paths travelled by the British within Maryland. Together the trail and byway cover approximately 560 miles of land and water routes in the Chesapeake Bay region of Maryland, Virginia, and the District of Columbia along which the British armies and American defenders traveled and fought. The NPS coordinates planning, development, and management of the trail. In 2012 the NPS completed a comprehensive management plan (NPS 2012) for the trail.

Many of BHAA's partners have participated over the past few years in the comprehensive management plan process for the Star-Spangled Banner National Historic Trail. These partners are eager to implement the actions that were identified through the planning process. The trail themes also tie closely to BHAA's thematic framework. In the future it will benefit BHAA to collaborate with the NPS Chesapeake Bay Office and its trail

partners to develop the Star-Spangled Banner National Historic Trail as described in the trail's comprehensive management plan (Appendix S—Shaping a Star-Spangled Experience in Baltimore) (NPS 2012) and as outlined in the heritage area's memorandum of understanding as a contributing partner in the Star-Spangled Banner National Historic Trail.

Captain John Smith Chesapeake National Historic Trail.

The Captain John Smith Chesapeake National Historic Trail commemorates the explorations of John Smith on the Chesapeake Bay and its tributaries from 1607 to 1609, tracing approximately 3,000 miles of his voyage routes (Figure 1.2). Established in 2006, it is the first national water trail. The NPS coordinates planning, development, and management of the trail. In 2010 the NPS completed a comprehensive management plan (NPS 2011a) for the trail.

The Captain John Smith Chesapeake National Historic Trail and its interpretive themes mesh well with the Baltimore National Heritage Area. A number of heritage area partners were involved in the development of the Captain John Smith Chesapeake NHT comprehensive management plan and they will benefit from the implementation of its objectives and actions. BHAA will seek to collaborate with the NPS Chesapeake Bay Office and its trail partners to develop the Captain John Smith Chesapeake National Historic Trail as described in the trail's Comprehensive Management Plan (NPS 2011b). BHAA can serve as a leader and convener with heritage area partners to implement the plan.

Washington-Rochambeau Revolutionary Route National Historic Trail. Established in June 2009, the Washington-Rochambeau Revolutionary Route National Historic Trail commemorates the campaign led by Washington and Rochambeau that culminated in the defeat of General Cornwallis at Yorktown, Virginia—a major turning point in the American War for Independence. The trail extends for 600 miles from Newport, Rhode Island, to Yorktown, Virginia, returning to Boston, Massachusetts along specific land and water routes known to have been used by the French and Continental Armies during the Revolutionary War (Figure 1.2). The NPS coordinates planning, development, and management of the trail. Currently, trail friends groups are organized by state; funding is being sought to initiate foundation planning for a future trail comprehensive management plan.

BHAA plans to collaborate with the NPS Northeast Regional Office, the Washington-Rochambeau Revolutionary Route Association, and local trail leadership when possible to raise awareness of the trail and to pursue the completion of an approved comprehensive management plan.



Mount Vernon Place, a crown jewel along the Charles Street National Scenic Byway, hosts the Baltimore Book Festival each September.
Image: Edwin Remsberg, BOPA

1.6.3 Scenic Byways

BHAA has enjoyed working closely with the Maryland State Highway Administration on the scenic byways program and the Maryland Heritage Areas Authority encourages state heritage areas to focus on interpretation and other projects along their byways. BHAA plans to continue to collaborate with the Maryland State Highway Administration Scenic Byways Program with a special focus on the sections of the Charles Street National Scenic Byway and Maryland’s Historic National Road. The following sections provide brief summaries of the four scenic byways within the heritage area.

CHARLES STREET NATIONAL SCENIC BYWAY

Baltimore’s Historic Charles Street National Scenic Byway connects the natural wooded landscapes of Baltimore County near Lutherville with the Inner Harbor in downtown Baltimore (Figure 1.2). Along this 12-mile stretch of Charles Street are diverse opportunities for travelers to learn about 400 years of history while visiting historic sites and exploring neighborhoods vibrant with art, fashion, culture, and a wide variety of places to dine and shop. BHAA led the successful effort to have the byway designated as a national scenic byway. Today BHAA works cooperatively with Baltimore City and the Maryland Scenic Byways Program to implement recommendations of the byway’s management plan for portions of the byway within the heritage area.

HISTORIC NATIONAL ROAD NATIONAL SCENIC BYWAY AND ALL-AMERICAN ROAD

The Historic National Road was the nation’s first federally-funded interstate highway (Figure 1.2). Opening westward expansion, it became a transportation corridor for the movement of goods and people. The road extends from Baltimore City to western Illinois. Visitors experience 200 years of American history as they visit classic inns, tollhouses, diners, and motels along the route west which begins a few blocks from the Charles Street National Scenic Byway.

FALLS ROAD STATE SCENIC BYWAY

Falls Road (MD 25) follows the Jones Falls Valley from northeast Baltimore County to downtown Baltimore. Early settlement in the valley focused on grist and cotton mills powered by the waters of the Jones Falls. Goods produced at the mills and elsewhere in the valley were taken into town via the Falls Road Turnpike, and later the North Central Railroad. Today, the Falls Road corridor remains largely rural, providing easy access to historic and cultural attractions as country landscapes give way to Baltimore’s cityscape.

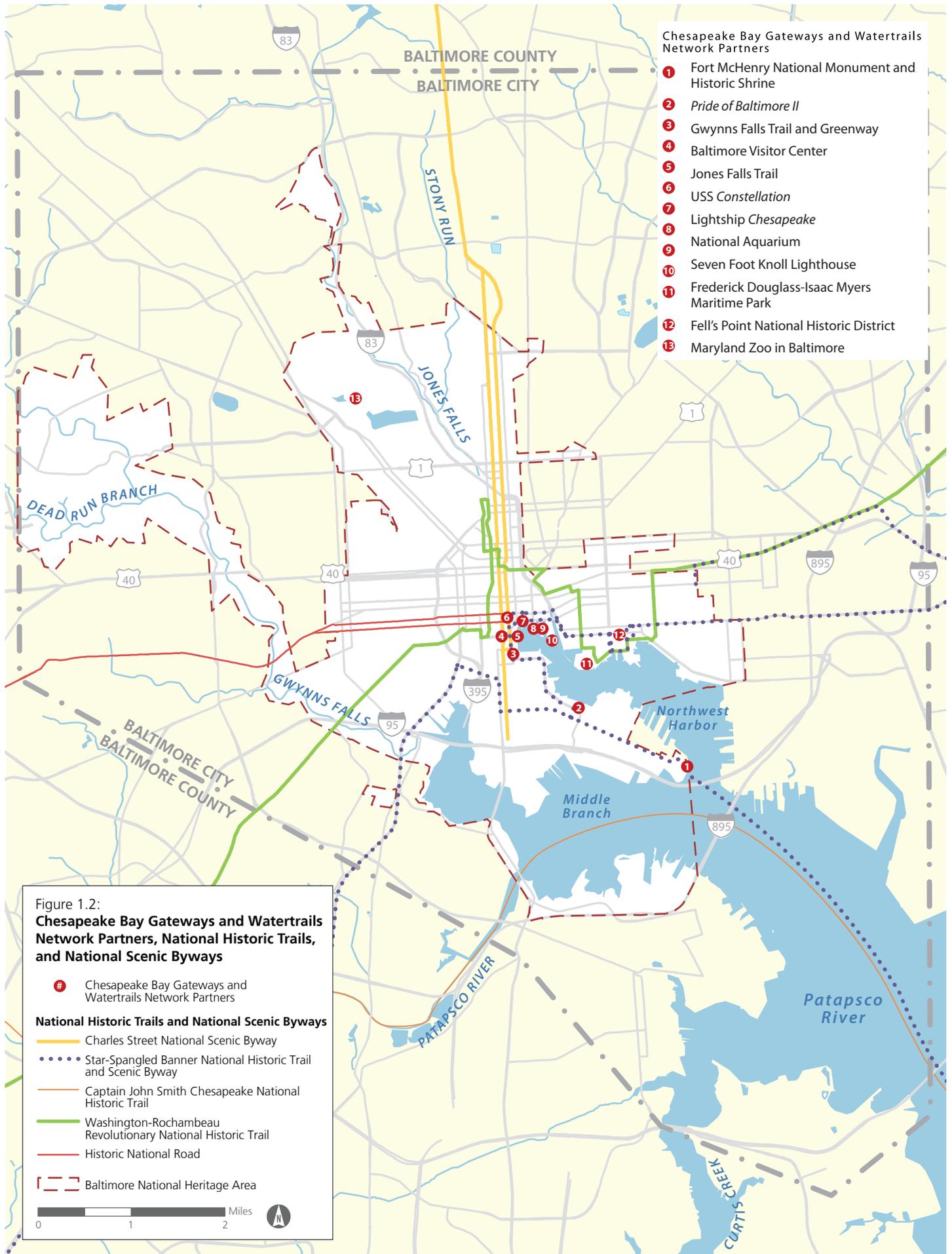


Figure 1.2:
**Chesapeake Bay Gateways and Watertrails
 Network Partners, National Historic Trails,
 and National Scenic Byways**

Chesapeake Bay Gateways and Watertrails Network Partners

National Historic Trails and National Scenic Byways

- Charles Street National Scenic Byway
- Star-Spangled Banner National Historic Trail and Scenic Byway
- Captain John Smith Chesapeake National Historic Trail
- Washington-Rochambeau Revolutionary National Historic Trail
- Historic National Road
- - - Baltimore National Heritage Area



1.6.4 Tourism Marketing Partners

VISIT BALTIMORE

Visit Baltimore (formerly the Baltimore Area Convention and Visitors Association) is a membership-based non-profit organization that serves as the official destination development and marketing organization (DMO) for the greater Baltimore region. Its mission is to generate economic benefits for Baltimore City by attracting convention, group, and leisure visitors and to work to provide a positive experience for all guests. Visit Baltimore works cooperatively on a variety of initiatives to enhance tourism within the heritage area (see Section 4.7).

In this management plan Visit Baltimore is recognized as one of the BHAA's key partners (see Section 8.2.4). Numerous recommended management actions identify how BHAA will continue to collaborate with Visit Baltimore to accomplish the vision for the heritage area, primarily within the context of heritage tourism development (see Section 7.3).

MARYLAND OFFICE OF TOURISM DEVELOPMENT

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

In this management plan numerous recommended management actions identify how BHAA will continue to collaborate with MOTD to accomplish the vision for the heritage area, primarily within the context of heritage tourism development (see Section 7.3).

The waterside Fell's Point neighborhood is one of eight Main Street communities within the heritage area.

Image: Jason Vaughan, BHAA

1.6.5 Baltimore Main Street Neighborhoods

Baltimore Main Streets is a program of the Baltimore Development Corporation designed to encourage commercial revitalization. Introduced in 2000, the program is based on the National Trust for Historic Preservation's 4-Point Approach for revitalizing older commercial corridors—design, organization, promotion, and economic development. Within the BNHA there are eight participating Main Street neighborhood corridors, including (Figure 1.3):

- Brooklyn Main Street
- East Monument Street Main Street
- Federal Hill Main Street
- Fell's Point Main Street
- Highlandtown Main Street
- Pennsylvania Avenue Main Street
- Pigtown Main Street
- Waverly Main Street

The economic sustainability and historic preservation goals of the main streets program complement those of the BHAA. Baltimore Main Streets is also a potential source of funds for heritage area efforts located in Main Street communities, providing gap financing for small businesses and façade improvement funds, among others.

In this management plan numerous recommended management actions identify how BHAA will continue to collaborate with Baltimore Main Streets to accomplish the vision for the heritage area, primarily within the context of neighborhood enhancements and community revitalization (see Section 7.4, objective 4.2).



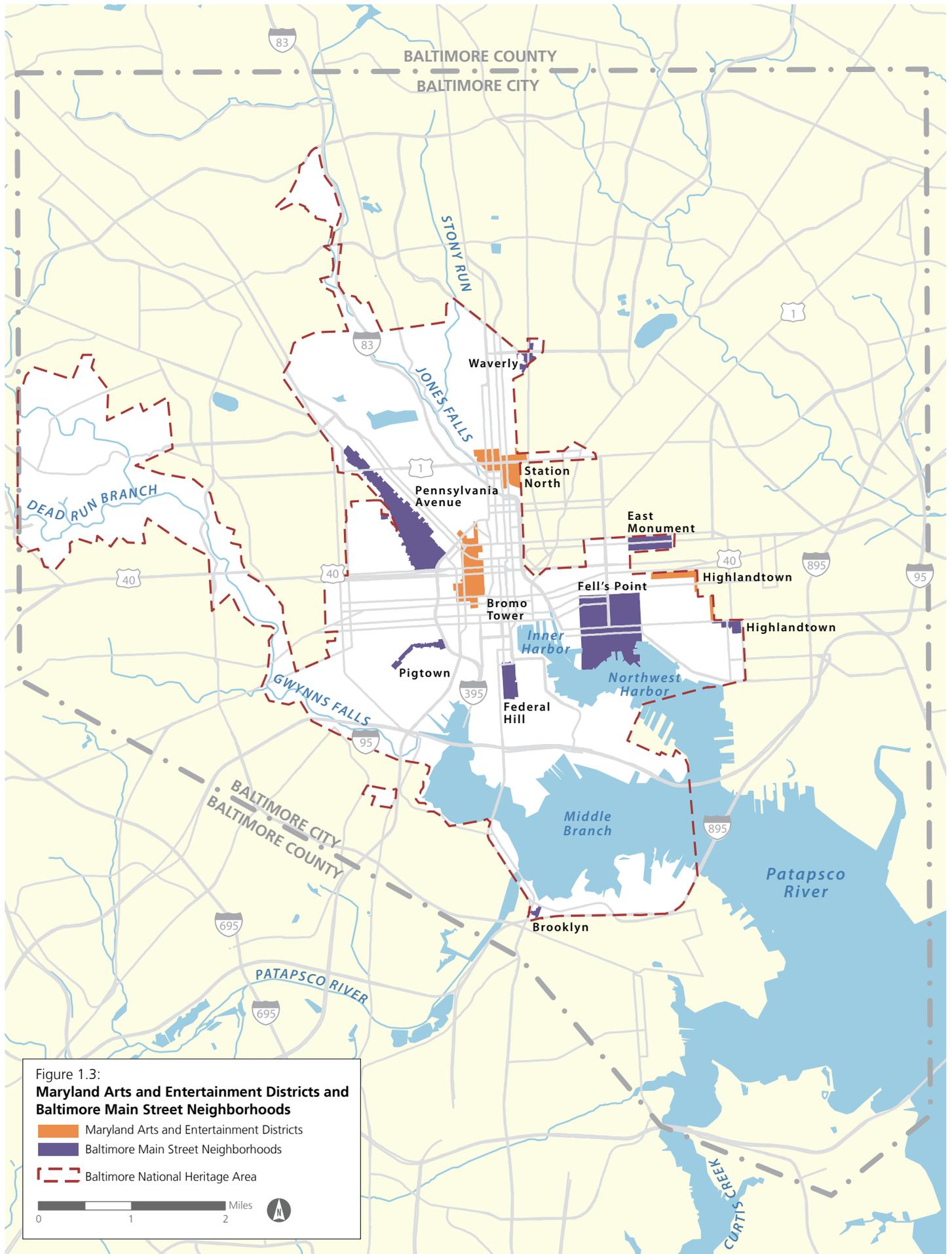


Figure 1.3:
**Maryland Arts and Entertainment Districts and
 Baltimore Main Street Neighborhoods**

- Maryland Arts and Entertainment Districts
- Baltimore Main Street Neighborhoods
- Baltimore National Heritage Area





Numerous annual events take place within the heritage area. The Dr. Martin Luther King, Jr. Parade is held each January.

Image: Mark Dennis, City of Baltimore

1.6.6 Maryland Arts and Entertainment Districts

The state of Maryland sponsors arts and entertainment districts in local communities as a means of stimulating the economy. An arts and entertainment district is defined as a well-recognized, labeled, mixed-use area in which a high concentration of arts and cultural facilities serve as the anchor attraction. The state's goal in creating arts and entertainment districts is to develop, promote, and support diverse artistic and cultural centers in communities throughout Maryland that preserve a sense of place, provide unique local experiences and spur economic revitalization and neighborhood pride. The benefits offered to designated districts include property tax credits for new construction or renovation of buildings that create live-work space for artists and/or space for arts and entertainment enterprises, an income tax subtraction modification for income derived from artistic work sold by qualifying residing artists,

and an exemption from the admissions and amusement tax levied by arts and entertainment enterprises or qualifying residing artists in a district. In Baltimore there are three designated Maryland Arts and Entertainment Districts, two of which are entirely within the heritage area including the Station North Arts and Entertainment District and the Bromo Tower Arts and Entertainment District (Figure 1.3). Only a few blocks at the perimeter of the Highlandtown Arts and Entertainment District are within the heritage area.

In this management plan numerous recommended management actions identify how BHAA will collaborate with the arts and entertainment districts to accomplish the vision for the heritage area, primarily within the context of neighborhood enhancements and community revitalization (see Section 7.4, objective 4.2).

1.6.7 City of Baltimore Plans

LIVE EARN PLAY LEARN: CITY OF BALTIMORE COMPREHENSIVE MASTER PLAN

The city's recently revised comprehensive plan provides a vision for Baltimore's future that guides management decision-making on public investments in capital improvement projects, how to work with neighborhood groups to plan for the future, and how to manage change to allow for the lifestyle desired by the city's residents (Baltimore City 2009). The PLAY element provides guidance on enhancing the cultural, entertainment, and natural resource amenities with the goal of making these amenities accessible to more residents and of introducing them to more visitors from the region, state, country, and world. PLAY also highlights strategies to increase funding for parks and recreation and proposes a strategy to tie together heritage tourism, nightlife, parks, trails, and other amenities to move the city closer to its vision as a 24-hour world-class city. Strategies to promote visitor attractions include developing wayfinding and heritage trails within the heritage area, expanding the Authentic Baltimore program, and seeking national heritage area designation. The plan explicitly incorporates by reference the *Baltimore Heritage Area Management Action Plan Update* (BHAA 2006) as Appendix J.

In this management plan numerous recommended management actions identify how BHAA will collaborate with the city on priorities identified in the city's comprehensive plan and that will also support the vision for the heritage area. Examples of the proposed collaboration include:

- expanding collaboration with the Commission for Historical and Architectural Preservation (CHAP) to enhance the historic landmarks program, promote development of a citywide preservation plan, designate additional local historic districts, enhance and reuse underutilized historic structures, particularly city-owned landmarks, and identify and protect archeological resources
- working with the Baltimore City Schools to implement a variety of educational programs focused on appreciating history and stewardship of historic resources

- working with the Department of Planning to incorporate stewardship of heritage resources in all city plans and to actively participate in its neighborhood planning program
- working with the Department of Recreation and Parks to promote interpretation at parks, monument stewardship, and creation of an overarching friends groups for city parks and open spaces
- working with the Department of Transportation to complete a signage survey and plan to reduce sign proliferation and to promote its complete streets and streetscape initiatives for improving the environment, economic and social health of neighborhoods through alternative transportation modes, greener streets, and adapting public spaces to encourage positive street life
- continuing to collaborate with the city to host special events that promote appreciation of the city's heritage, ranging from lectures for city employees to citywide special events

Upon completion of this new management plan, BHAA will seek to have Baltimore City adopt a resolution incorporating the plan into the city's comprehensive plan.

MIDDLE BRANCH MASTER PLAN

Lands along the Middle Branch, once an industrial waterfront, today are largely vacant. *The Middle Branch Master Plan* (Baltimore City 2007b) provides a vision for redevelopment and revitalization of the Middle Branch estuary and waterfront as a mixed-use community through economic and community redevelopment, ecosystem restoration and protection, and recreation and education programs coordinated within a sustainable framework. The heritage and tourism element recognizes the need to preserve historic resources, to develop interpretive programs for historic, cultural and natural resources, and to maximize heritage tourism in the area. Numerous specific actions are recommended. The plan recognizes that capitalizing on the opportunities provided through the Baltimore National Heritage Area can help to increase heritage tourism in the area.

1.7 Relationship to Federal and Tribal Lands

The federal government owns 28 properties within the heritage area (Baltimore City Department of Planning 2013). Fort McHenry National Monument and Historic Shrine is the largest federally owned property; Section 1.6.2 above summarizes how the BHAA and the NPS have worked collaboratively in the past and how they plan to continue to do so in the future. Other federal properties within the heritage area include the U.S. Custom House, the U.S. Appraisers Stores Building, the George Hyde Fallon Federal Building, the Baltimore Veterans

Administration Medical Center, four smaller federal office buildings, five post office buildings, and twelve properties owned by the Department of Housing and Urban Development. Actions proposed in this management plan would not adversely affect any activities authorized at these properties under applicable laws or land use plans.

There are no federally recognized tribes owning tribal lands within the city of Baltimore.



The U.S. Custom House, located at Lombard and South Gay streets, was built between 1903 and 1907. The Beaux Arts-style building is listed on the National Register of Historic Places and is currently used by the U.S. Selective Service System.

Image: Jason Vaughan, BHAA

2 Heritage Resources

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Heritage Resources **2**

2.1 Heritage and Cultural Resources

2.1.1 Overview

The Baltimore National Heritage Area is the only major urban heritage area in the state of Maryland. This reflects the important role that the state's largest city has played in the state and the nation's industrial, architectural, and social history. The excellent harbor of the Patapsco River helped make Baltimore a world-class port. It supported the city's population of sailors, dock workers, and merchants, and served as the primary market and shipping point for agricultural products and manufactured goods from Maryland's Eastern Shore and the western counties. As such, Baltimore directly affected the livelihoods of Marylanders well beyond the city. The Baltimore region's market potential greatly expanded in the 19th century due to the city's advantageous position at the eastern end of the National Pike, which connected into the National Road at Cumberland. Baltimore later was the site of the nation's first main line railroad. These advances in transportation and the businesses and industries that grew up around the transportation network assured Baltimore a pivotal role in the prosperity of the Maryland economy and fostered major cultural and technological innovations.

One of Baltimore's many nicknames is "City of Firsts," for its nearly 100 instances of first events in the United States. These "firsts" are testament to the innovations that Baltimoreans have developed throughout the city's history. Numerous advances and inventions in industry, transportation, science, and education have been pioneered in Baltimore. As one of the East Coast's fastest growing cities, Baltimore became a hub of creativity and capital in the 19th century. The many ethnic groups immigrating to the city also made it a melting pot of cross-cultural ideas, and the city's prominence as a center of trade meant these ideas could be tested and exchanged with ease. Transportation innovations like the clipper ship and railroad enhanced commerce and mobility, which helped make Baltimore the third largest city in the United States and the second largest port of entry for immigrants. The resources of the heritage area are both vestiges of these innovations and monuments to them.

The phenomenal number of immigrants and migrants that arrived in the city, particularly during the latter half of the 19th century, brought new faces, ideas, and customs to Baltimore. The city rapidly expanded to accommodate them. Block after block of rowhouses, unique to Baltimore, grew out from the harbor. The ethnic groups, neighborhoods, and architecture that formed Baltimore's communities remain strong and visible in the food, art, literature, music, and theater that are celebrated today.

Baltimore played an important role during the Revolutionary War, the War of 1812, the Civil War, and both World Wars. At times, the city's military history, industrial history, and maritime history were interwoven. Clipper ships that were originally designed as merchant ships broke through the British blockade to deliver arms and munitions to U.S. troops during the War of 1812. Baltimore's steelworks and shipyards supplied the United States with cargo and transport ships, called Liberty Ships, during World War II.

Natural resources were instrumental in shaping this industrial heritage. Baltimore has benefitted from the power of the streams that feed into the Patapsco River and its Middle and Northwest Branches. The harnessing of the Jones Falls and Gwynns Falls Rivers fueled the production of mills located along them and sped growth north and west of the city. Now these stream valleys are catalysts for rebirth as they are turned into recreational amenities and natural havens for the surrounding communities and the region at large. The successful conservation of these stream valleys and many other open spaces is due in large part to the early 20th-century landscape-planning contributions of the Olmsteds and the Baltimore City Parks Board.

Baltimore's long history and its continual cycles of growth and rebirth have yielded countless historic sites and widely varying heritage resources (see Figures 2.1 a, b, and c and Appendix C). To discuss each one in detail is beyond the scope of this planning document, but many exemplify Baltimore's heritage and are discussed here.

2.1.2 Ethnic Groups: Neighborhoods, Work, and Culture

Migration and immigration helped shape Baltimore's social, physical and cultural environment. Most of Baltimore's neighborhoods were racially and ethnically mixed, though ethnic enclaves could be found. By the latter half of the 19th century, the city's substantial African American population was centered in Old West Baltimore, where black professionals and working class citizens built a strong community heritage. Many African American families migrated to the city from neighboring rural areas, attracted by work in textile and steel mills. Most 19th-century Baltimore immigrants were Germans, Lithuanians, Italians, Irish, Greeks, Poles, Czechs, Hungarians, Serbs, Russians, and Ukrainians. In response to social and economic pressures—and in search of the support of friends and family—these immigrants established distinct ethnic neighborhoods largely defined by the foods, language, and customs of their native lands. Many Irish immigrants worked on the railroad and lived just south of the B&O Railroad's Mount Clare Station, while Eastern European immigrants typically worked on the docks and in the canneries and tended to settle along the waterfront in Fell's Point and Canton. At the turn of the century, the steel mills employed many immigrants who lived in communities such as Highlandtown.

EUROPEAN IMMIGRATION

Immigrants were attracted to Baltimore in the 19th and early 20th centuries for many reasons, including a booming economy that held the prospect of work and a network of other immigrants from whom they could draw support. After the Civil War, Baltimore's ties to the railroad industry allowed it easy access to raw materials and shipping of finished goods, both of which supported clothing production. The city's garment district was located in what is now the downtown, south and west of the Lexington Market area. Large, multi-storied factories that are now office buildings and loft apartments once employed up to 3,000 people each and produced thousands of suits per week. These companies were owned in large part by Jewish immigrants from Germany and employed primarily Eastern European women. Simultaneously, hundreds of smaller sweatshops could be found in East Baltimore and were often owned by Jewish entrepreneurs who hired a handful of immigrants, primarily Russian Jewish women and children, to work in makeshift shops located in houses and apartments. These sweatshops often contracted out their services to the larger factories, which allowed the larger factories to avoid paying union wages. The garment industry reached its peak during World War I, when it produced uniforms and other apparel for the soldiers, but after the war

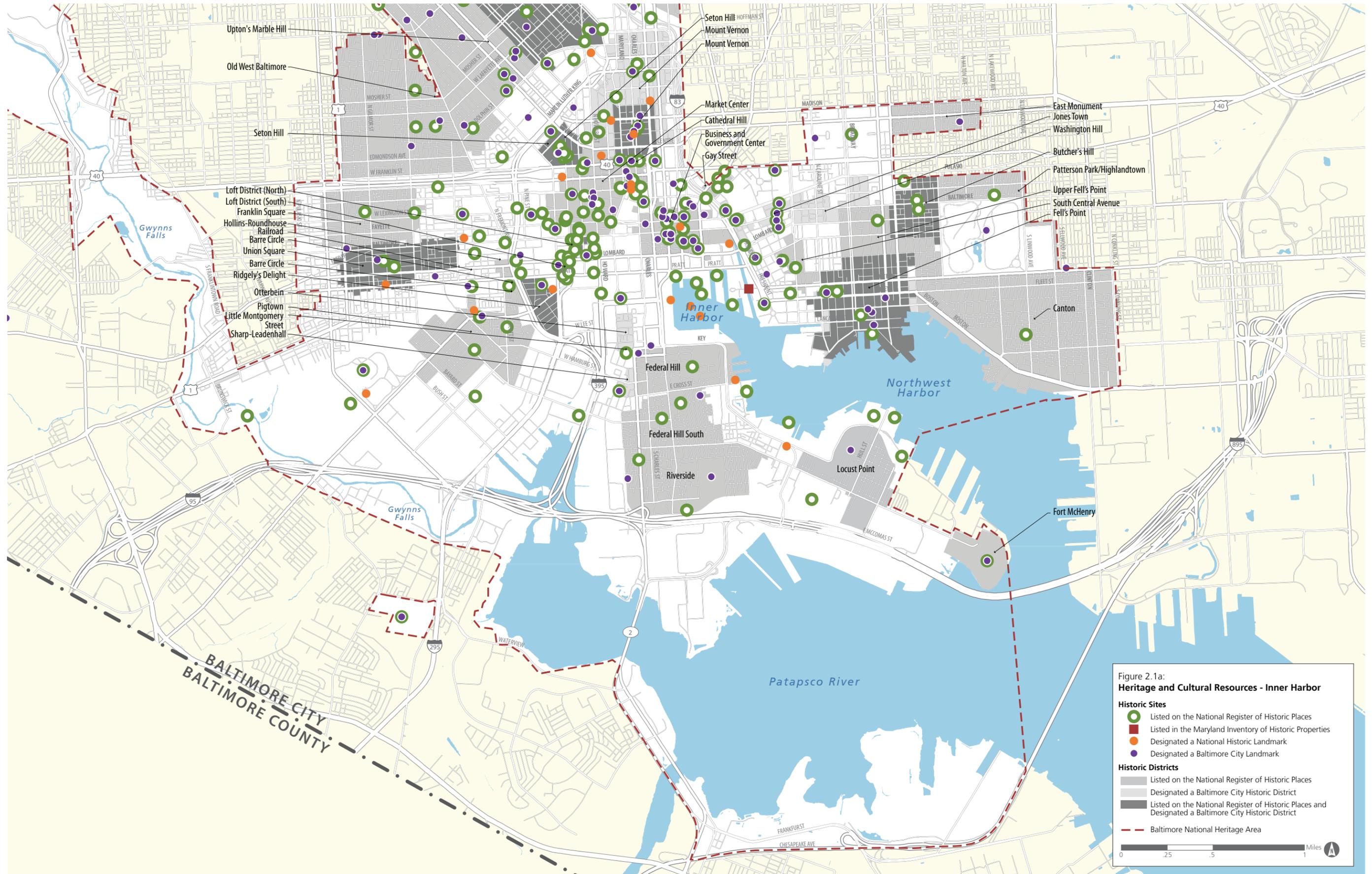
and during the Great Depression many companies closed. The smaller sweatshops endured, but production rates were low and increasing union activity was a constant threat. The garment industry today is a negligible force in the city's economy, but reminders of the city's position as a major garment producer can be seen in the many factory buildings that still stand.

Many neighborhoods still retain their connection to the immigrant groups that settled there. Jewish neighborhoods formed in East Baltimore and Old Town where in 1845 Maryland's first synagogue was constructed on Lloyd Street. The Lloyd Street Synagogue is now the third-oldest standing synagogue in the United States and is part of the Jewish Museum of Maryland. Adjacent to this museum is the B'nai Israel Synagogue, constructed in 1876 and the oldest synagogue in the city in continuous use. The Baltimore Holocaust Memorial is located nearby at Lombard and Gay streets.

The legacy of the city's large German population is gleaned through the numerous Lutheran churches and cemeteries throughout the city, including Zion Lutheran Church, which dates to 1807. A bronze monument to Martin Luther is found at Lake Montebello. The American Brewery and mansions of several German beer barons recall the some of the traditions that were carried on by German immigrants to Baltimore.

The Greek community is centered east of Highlandtown in an area known as Greektown. In addition to the many bakeries, restaurants and other ethnic shops, one can visit St. Nicholas Greek Orthodox Church to experience Greek culture and its influence in Baltimore. Similarly, the community of Little Italy is situated between the Inner Harbor and Fell's Point and is anchored by St. Leo's Roman Catholic Church. St. Michael's Ukrainian Catholic Church has ministered to Ukrainian immigrants since the late 19th century, as has St. Stanislaus Roman Catholic Church to Polish immigrants. These churches still offer mass in the native languages of their founders.

A few institutions have significant artifacts or collections that chronicle the accomplishments of various ethnic groups. Irish immigrants are represented in the exhibits at the B&O Railroad Museum. The City Life Museum's collection, now housed at the Maryland Historical Society (MdHS), is a good introduction to Baltimore's history and various ethnic groups that settled throughout the city.



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Figure 2.1b:
Heritage and Cultural Resources - Gwynns Falls

- Historic Sites**
-  Listed on the National Register of Historic Places
 -  Listed in the Maryland Inventory of Historic Properties
 -  Designated a National Historic Landmark
 -  Designated a Baltimore City Landmark
- Historic Districts**
-  Listed on the National Register of Historic Places
 -  Designated a Baltimore City Historic District
 -  Listed on the National Register of Historic Places and Designated a Baltimore City Historic District
-  Baltimore National Heritage Area

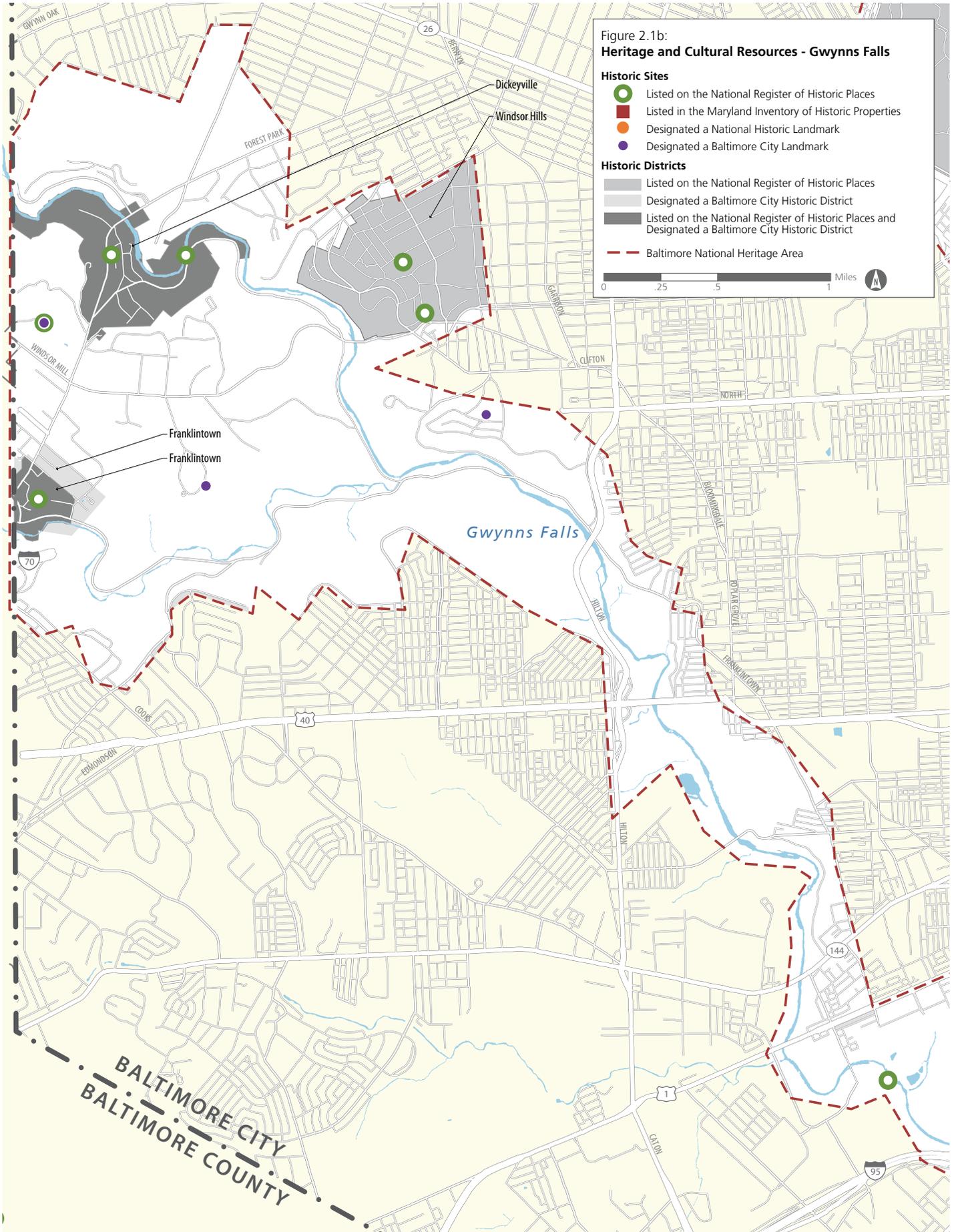


Figure 2.1c:
Heritage and Cultural Resources - North Baltimore

Historic Sites

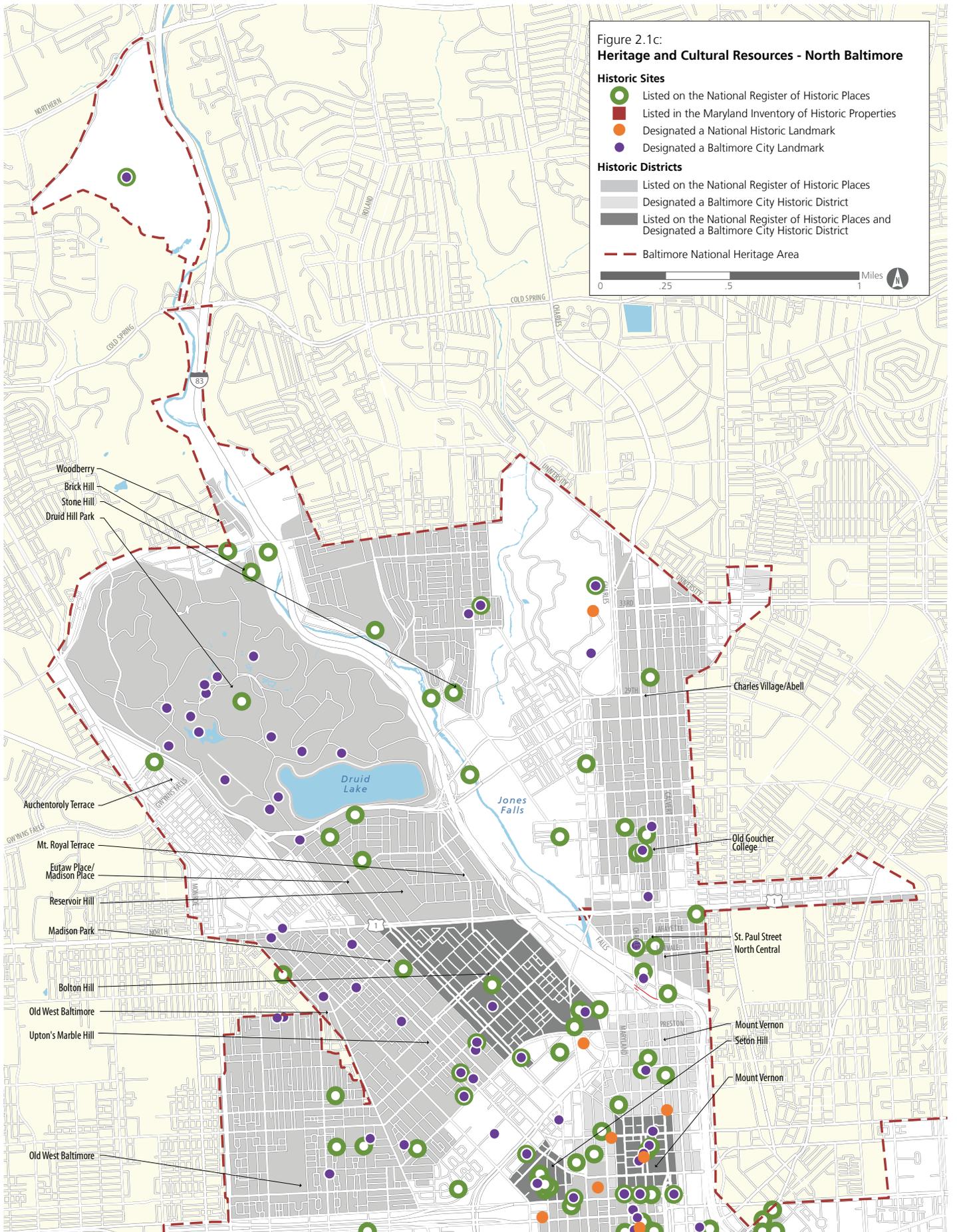
- Listed on the National Register of Historic Places
- Listed in the Maryland Inventory of Historic Properties
- Designated a National Historic Landmark
- Designated a Baltimore City Landmark

Historic Districts

- Listed on the National Register of Historic Places
- Designated a Baltimore City Historic District
- Listed on the National Register of Historic Places and Designated a Baltimore City Historic District

Baltimore National Heritage Area

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 Brick Hill
 Stone Hill
 Druid Hill Park

Charles Village/Abell

Old Goucher College

St. Paul Street North Central

Mount Vernon Seton Hill

Mount Vernon

Auchentoroly Terrace

Mt. Royal Terrace

Eutaw Place/Madison Place

Reservoir Hill

Madison Park

Bolton Hill

Old West Baltimore

Upton's Marble Hill

Old West Baltimore

Druid Lake

Jones Falls

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MIGRATION

The Jones Falls Valley, with its many productive textile mills, was a magnet for families that migrated to the area from the surrounding countryside in search of work during the late 19th century. Former flour mills that had helped spur the growth of the city in the late 18th and early 19th centuries were converted into textile mills in the late 1800s. These mills employed nearly 4,000 people at their peak of production in the 1890s. Clipper Mill, Meadow Mill, and Druid Mill among others were located along the Jones Falls. Similar mills along the Gwynns Falls came nowhere close to rivaling the astounding production rates of the Jones Falls mills. From 1875 to 1890, the mills experienced their heyday, turning out more than half of the world's cotton duck cloth. Cotton duck, a heavy canvas cloth, was used in the making of ships' sails, and the mills' proximity to one of the busiest ports on the East Coast was fortuitous in this regard.

Mill towns such as Hampden-Woodberry, Brick Hill, Stone Hill, and Mount Washington grew up around the mills as workers from the surrounding rural areas flooded into the valley in search of work. Many of the towns consisted of company-owned housing. Because the area at that time was relatively rural and isolated, company stores, schools, and churches were built, meeting the workers' needs and also enhancing company control and profitability. The mill towns remain somewhat separated from the rest of the city even today, and have retained much of their character despite the fact that after World War I demand for textiles dropped and mills closed and/or moved south where labor was cheaper. The last of the Jones Falls mills closed in 1972. Adaptive reuse projects have converted these large buildings into spaces for small manufacturing operations, art galleries and studios, and office space, thus preserving their mill history.

Residents of the mill towns along Jones Falls and company housing in Sparrows Point were typically native-born people who migrated from the surrounding rural areas. In recent years, Baltimore has experienced an increase in Asian and Latin American immigrants, whose influence on neighborhoods has been significant. The recent contributions of these ethnic groups are not represented by historical sites as much as by the festivals, food, and events that celebrate their cultures.

AFRICAN AMERICANS

Baltimore's significant African American resources are visible in standing buildings, marvelous personal and institutional collections of diverse artifacts and documents, memorials dedicated to the achievements and accomplishments of numerous African American Baltimoreans, and businesses and institutions which thrive today.

Just prior to the Civil War, Baltimore was home to one of the nation's largest free black populations, which numbered over 25,000. Following the war, the city attracted many former slaves from the surrounding rural areas of Maryland and states to the south. The African Americans of this period lived scattered throughout the city but by the end of the century had been compelled to move to the northwestern part of the city, to what were then predominantly German neighborhoods. Now known as Old West Baltimore, this area became the largest neighborhood for the African American community.

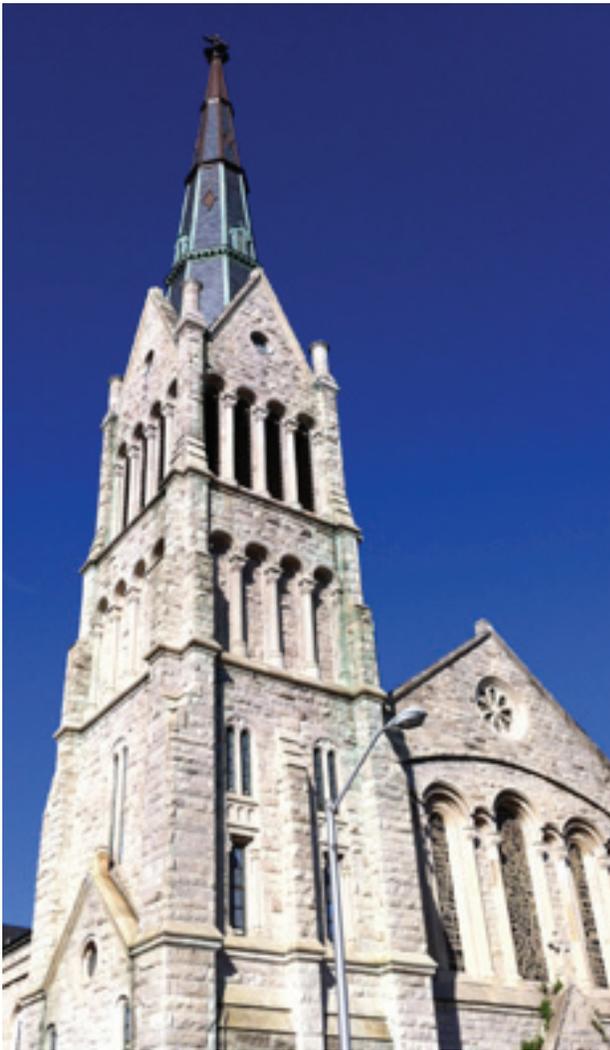
Old West Baltimore, which now includes the neighborhoods of Harlem Park, Sandtown-Winchester, Druid Heights, and Upton, has been predominantly an African American community since the late 19th century. By 1904, roughly one-half of the city's African Americans lived in Old West Baltimore, establishing a diverse community of black professionals and workers across all income levels. The commercial corridor of Pennsylvania Avenue was filled with shops and entertainment venues such as the Royal Theater. Remnants of the rich history of Old West Baltimore include houses ranging from the elegant three-story rowhouses along Druid Hill Avenue to tiny alley houses, and significant churches and historic sites.

Many of the area's African American churches are significant for their association with early efforts to found African American religious groups locally and nationally. These include:

- Bethel A.M.E. Church—the oldest independent African American institution in the city
- Orchard Street United Methodist Church—the oldest standing building constructed by African Americans in the city—the church may have been involved with the Underground Railroad efforts prior to the Civil War
- St. Francis Xavier Catholic Church—the oldest African American Catholic church in America
- Union Baptist Church—center for the civil rights struggle in Baltimore in the 1960s

In addition to the pioneering religious institutions established by African Americans, early and enduring efforts in black education were made in Baltimore:

- St. Frances Academy was founded in 1828 by a Haitian refugee, Elizabeth Lange, and a Sulpician priest, Father Nicholas Joubert, as a boarding school for “colored” girls. It is the oldest school for African Americans in Maryland. In 1829, Fr. Joubert founded the Oblate Sisters of Providence, America's first convent school for African Americans.



The congregation of Bethel AME Church started as a prayer group in 1787. The church moved to its current location at 1300 Druid Hill Avenue in 1910.

Image: Jason Vaughan, BHAA

- Morgan State University (formerly known as the Centenary Biblical Institute, Morgan College, and Morgan State College) has served the educational needs of black Marylanders for more than 125 years.
- Frederick Douglass High School opened in 1925 after ardent community efforts to fight inferior schooling for their children resulted in citizens organizing to purchase a building for the school. The school was relocated in 1954, but the original building remains.
- Samuel Coleridge-Taylor Elementary School (P.S. 122), built in 1926, was the first elementary school built for African American children in the city.
- Coppin State College began its history in 1900 as a training program for African American teachers and in 1950 became part of the Maryland higher education system.

Many of the places associated with the efforts and achievements of Baltimore's African American citizens are no longer standing, making interpretation a challenge for the heritage area. The Chesapeake Marine Railroad and Dry Dock Company, founded in 1866 by Isaac Myers and other black businessmen, remained in operation until 1883. The Living Classrooms Foundation has developed the Frederick Douglass-Isaac Myers Maritime Park located near the site of the company that has exhibits about these two men, both of whom were also ship caulkers in Baltimore. The West Baltimore birthplace of Thurgood Marshall, the first African American to serve as a U.S. Supreme Court Justice, is no longer standing, but a statue commemorating Justice Marshall is located at Pratt Street and Hopkins Plaza. Efforts are underway to preserve and restore P.S. No. 103, Marshall's elementary school located at 1315 Division St.

Another prominent attraction, the Royal Theater was demolished in the 1970s. Located on Pennsylvania Avenue, the Royal Theater was a center of the black community for nearly fifty years, and in its heyday between the 1930s and 1950s attracted nationally renowned jazz, blues and R&B artists. Near the Royal Theater site stands the Billie Holiday Statue, a monument to the legendary vocalist who lived in Baltimore during her childhood.

On McCulloh Street, The Arena Players continues the legacy of African Americans in the performing arts. Founded in 1953, The Arena Players is heralded as the nation's oldest continuously running African American community theatre.

A sculptural memorial to Frederick Douglass, the "father of civil rights," stands at the Frederick Douglass-Isaac Myers Maritime Park in Fell's Point. Douglass escaped from slavery on Maryland's Eastern Shore to become a leading reformer and the founder and editor of an abolitionist newspaper, the North Star.

The professional and occupational pursuits of Baltimore's African Americans are represented by The African American Newspapers, the first and oldest black-owned and -operated newspaper continuously published in Maryland. Started in 1892, it was the nation's largest black-owned newspaper by 1922.

The Banneker Building was the first office building in Baltimore erected solely for black professionals. It was named in honor of Benjamin Banneker, an 18th-century black mathematician, astronomer, and inventor.

Informative exhibits and collections on the lives of many African Americans, both locally and nationally known, are found at several Baltimore museums and libraries. The most comprehensive exhibits are found at the National Great Blacks in Wax Museum. The Eubie Blake National Jazz Institute and Cultural Center, located on Howard Street in the Mount Vernon

Cultural District, holds a collection that includes personal possessions of the artist, letters, music, and other authentic artifacts from his career. Community-based, music-oriented workshops are also operated through the Center. The African American Collection at the Enoch Pratt Free Library includes: books; pamphlets; newspapers; periodicals; historical and contemporary materials; biography and query files containing citations to books, periodicals, and newspapers; and dictionary catalogs of noted black studies collections throughout the United States. The Reginald F. Lewis Museum of African American History and Culture, which opened in 2005, is dedicated to collecting, preserving and interpreting the many historic, artistic and spiritual contributions of African American Marylanders. It also serves as a research facility and provides educational and community outreach programming.

The story of the struggle for civil rights is perhaps most personally told in the Lillie Carroll Jackson House and Museum at 1320 North Eutaw Place. This museum was the home of the founder of the Maryland Conference of the National Association for the Advancement of Colored People (NAACP). Jackson directed the Baltimore and Maryland branches of the NAACP, and by 1940 had inaugurated three important tactics that weakened segregation: an attack on segregation in publicly supported institutions, especially colleges; the campaign: “Don’t Buy Where You Can’t Work”; and the creation of the NAACP’s Legal Defense and Education Fund.

2.1.3 Community Structure

Baltimore’s neighborhoods to a great extent reflect the city’s rapid growth, ties to industry, ethnic and class distinctions, and religious beliefs. While each neighborhood has its own particular characteristics, they all epitomize the growth and rebirth cycles of the city. Perhaps the most emblematic feature of this cycle is the ubiquitous rowhouse.

THE BALTIMORE ROWHOUSE

The rowhouse is a quintessential element of the Baltimore landscape. Nowhere else is there the variety and abundance of rowhouse styles and diversity that Baltimore displays. Baltimore’s wealthy and working class all lived in rowhouses, albeit rowhouses of varying degrees of elegance. The history of the rowhouse can be traced simply by travelling out from the harbor. The earlier homes in Fell’s Point and Federal Hill bear the Federal style touches of late 18th and early 19th century architecture. Rowhouses in Union Square and Harlem Park show the influence of the Italianate period of the mid-19th century and the need for speculative builders to sell their houses through trends and amenities. Still further north, in Bolton Hill,



Ubiquitous in the city’s residential neighborhoods, Baltimore rowhouses reflect numerous architectural styles and range from the elaborate to these more modest structures.

Image: Jim Hall, City of Baltimore

the romantic influence of the late 1800s is felt in the heavy, rock-faced stone buildings, while Roland Park’s rowhouses echo the English cottage style favored at the turn of the 20th century. The affordability of this building type enabled many people to realize their dreams of owning their own home, and this in turn helped create strong, stable communities.

The rowhouses built in mid-block alleys, appropriately called alley houses, ranged from 10-to-14-feet wide and one-to-three-stories high. They were built for the least affluent, and in many cases became the homes of the most recently arrived immigrants. The affordability of this housing type attracted people of all races and ethnicity, so that blocks of alley houses were often quite diverse in these respects. Many details, such as the cornices, window and door surrounds, interior moldings, and back yards, were smaller versions of the larger rowhouses on the main streets and directly correlate to the fashion trends found throughout 19th-century Baltimore. The alley house streetscape is different from other cityscapes. The alley, where parking is often prohibited and neighborhood stores or taverns mark many corners, provides a sense of seclusion from traffic and automobiles. In essence, alley blocks are intimate spaces within a bustling city.

Homeowners in the 20th century beautified their rowhouses in ways that are now recognized as quintessentially “Baltimore,” particularly East Baltimore. Formstone, a faux-stone veneer made of cement, was applied to brick homes throughout the city in the 1950s as a cost saving home improvement and an inexpensive way to mimic the European stone buildings that many

immigrants left behind. Formstone offered the rowhouse owner a maintenance-free alternative to painting and repointing. At the time, Formstone rowhouses were the mark of a stable area with high rates of homeownership and residents who took pride in their neighborhood. In recent years, many rowhouses in gentrified areas like Federal Hill and Fell's Point have been stripped of their Formstone facades in favor of the original brick. But the veneer is found in abundance in many other neighborhoods where it is still considered an attractive, nostalgic, and efficient treatment. Other rowhouse features likewise serve both a functional and aesthetic purpose. The marble stoop found in front of many rowhouses, while beautiful and often lovingly maintained, provides space for Baltimoreans to socialize with neighbors. Through the art of screen painting, fanciful landscapes depicted on front door screens provide beauty as well as privacy.

Today, the rowhouse's affordability, charm, and generally sound construction have spurred a renewed interest in them and their preservation. Neighborhoods such as Otterbein, Bolton Hill, Fell's Point, and Federal Hill have been given new life as a result of restoration efforts and reinvestment in the neighborhoods. Marble Hill, Union Square, and Ridgely's Delight also represent some of the many other neighborhoods where a visitor can explore the beauty and historic fabric of the city's ethnic communities. These neighborhoods continue to draw people and offer places to stay, shop, and eat. However, in other areas neglect and unsafe conditions imperil the future of entire blocks of these houses.

ARCHITECTURE

Baltimore's architecture features an incredible abundance of styles, represented by both the grand and the mundane. Baltimore is graced by neoclassical masterpieces by Benjamin Henry Latrobe, Robert Mills, and both Robert Cary Long, Sr. and Robert Cary Long, Jr. Functional stone and brick industrial buildings and mill villages that are found along the early waterways of Baltimore add to the variety of architectural styles in the city. The richness of this urban fabric attracts visitors and deserves to be protected and promoted. Outstanding examples of the varied and significant architecture throughout the city include:

- gracious mansions such as Carroll Mansion, Mount Clare Mansion, and Homewood House
- breathtaking churches, including Basilica of the Assumption, Saint Paul's Church, Saint Mary's Seminary Chapel, and Lovely Lane Methodist Church
- banks, hotels, and offices located in the commercial sector of the city, such as the Belvedere Hotel, the art deco skyscraper at 10 Light Street, and the Bromo-Seltzer Tower

- imposing and grand institutional buildings, including City Hall, the Enoch Pratt Free Library, and The Johns Hopkins Hospital
- functional yet impressive industrial buildings such as the American Can Company Building, B&O Railroad Mount Clare Station Roundhouse, and Eastern Avenue Pumping Station



Built in 1962, One Charles Center was designed by Mies van der Rohe and is reflective of the architect's influential International style. The 23-story office building was a cornerstone in the redevelopment of the downtown business district.

Image: Jason Vaughan, BHAA

THE BALTIMORE MARKETS

Seven markets still operate in the city. The largest of these, Lexington Market, is the city's second most popular attraction after the Inner Harbor and is the only market that is privately owned. Smaller neighborhood markets include Cross Street, Broadway, Hollins, Pennsylvania Avenue, Belair and Northeastern Markets. Their economic success varies, due to deteriorating or changing neighborhoods that threaten their short- and long-term viability. However, each market building is architecturally distinctive and has a prominent place in its neighborhood. All continue to provide fresh produce and meats for area residents and continue to serve, both physically

and socially, as centers where the community can congregate, events can be organized, and merchandise can be purchased. Baltimore's arabbers also carry on a tradition that began in the late 18th century, when African Americans led horse-drawn carts full of fresh fruits and vegetables through the city streets to sell their produce. A handful of arabbers still lead their horses and carts through Baltimore and often serve areas that have few shopping choices. The Arabber Preservation Society is working to secure a central stabling facility for the arabbers, which will help ensure their continued viability.



Fresh seafood and produce are just a few highlights that draw residents and visitors to the city's famous Lexington Market.

Image: Visit Baltimore

RELIGIOUS INSTITUTIONS AND CEMETERIES

Baltimore's religious institutions are notable for a number of reasons. They have produced many "firsts" in religion and continue today to play a major role in the growth and rebirth of the neighborhoods they serve. In addition to those described earlier under "ethnic groups," the following churches also contribute to the spiritual wealth in the Baltimore National Heritage Area:

- the 1818 First Unitarian Church hosted the 1819 "Baltimore Sermon" by Dr. William Ellery Channing, which marked the formal beginning of Unitarianism in this country
- America's first Roman Catholic cathedral, Basilica of the Assumption, and first Roman Catholic seminary, Saint Mary's Seminary
- The Mother Seton House is now a museum and part of the Saint Mary's Spiritual Center (Elizabeth Seton, the country's first American-born saint, lived in the house for a year)
- Bethel African Methodist Episcopal Church, the oldest independent black institution in the city dating to the late 18th century and one of the founding churches of this international denomination

- Old Otterbein United Methodist Church, built in 1785, distinguished as the city's oldest church building continuously occupied by its founding congregation

The churches and synagogues are important not only for their contributions to religion and to community efforts, but for their visual presence. Over 600 church structures are scattered throughout the city, gracing many of the city's squares and providing a stately view of spires and towers that can be seen from all over the city. Many of these churches contain some of Baltimore's most important artistic treasures, including Tiffany stained glass, wood carvings, plaster ornamentation, tile work, and statues by skilled artists and craftsmen. Many churches are located on the corners of the city's neighborhood squares, including Mount Vernon United Methodist Church on Mount Vernon Place and Lafayette Square's four Victorian-era churches. Fine examples of architectural styles are found in the city's churches, the most notable of which are:

- Lovely Lane United Methodist, which was designed by famed late 19th-century architect Stanford White
- Saint Mary's Seminary Chapel, designed by Maximilian Godefroy in 1808 and considered the first Gothic Revival church in the country
- Saint Alphonsus Catholic Church, the first major Gothic Revival church in the city and the work of architect Robert Cary Long, Jr., a native Baltimorean
- the Roman design of the 1821 Basilica of the Assumption of the Blessed Virgin Mary (Baltimore Basilica) by Benjamin Henry Latrobe

Cemeteries throughout the city tell another story about Baltimore's social history. Some of the oldest cemeteries are found in the heritage area and are often associated with churches. Old Saint Paul's Cemetery and Westminster Burying Ground are two of the oldest and most noteworthy. Old Saint Paul's Cemetery is the final resting place of many of Baltimore's most prominent citizens, including James Carroll, Samuel Chase, and Isaac McKim, while Westminster Burying Ground contains a number of significant gravesites, including that of Edgar Allan Poe and War of 1812 hero General Samuel Smith.

During the 19th century, as thousands of immigrants came to Baltimore, the old graveyards located in city churchyards began to fill. So it was that in 1837, the state incorporated the Green Mount Cemetery Company as a new, large, city cemetery modeled on the "garden cemeteries" of Mount Auburn in Massachusetts and Laurel Hill in Philadelphia. Green Mount Cemetery, located just outside the heritage area boundary, was designed by noted engineer Benjamin H. Latrobe and became an instant success. It was so popular as a recreation site that

admittance had to be regulated. Among its notable residents are John Wilkes Booth, John Work Garrett and his daughter Mary Garrett, Enoch Pratt, Henry Walters, Johns Hopkins, and Elizabeth Patterson Bonaparte.

Mount Auburn Cemetery in Baltimore is one of the first cemeteries owned and operated by blacks. Its present location was established in 1872 and burial sites include those of the Mitchell and Murphy families, founders of *The Afro-American Newspapers*; prominent civil rights activist Lillie Carroll Jackson; and Joseph Gans, the first black lightweight boxing champion of the world.

2.1.4 Military History

Many people and events associated with the Revolutionary War, War of 1812, and the Civil War are commemorated in monuments throughout the city, and some buildings represent these important periods in Baltimore's history. The Washington Monument, an 1815 shaft designed by prominent architect Robert Mills, stands in Mount Vernon Place, as does a statue commemorating the city's early benefactor and Revolutionary War hero, John Eager Howard. Construction of Baltimore's Washington Monument predated construction of the Washington Monument in Washington, D.C., by 55 years. Fort McHenry National Monument and Historic Shrine is nationally significant for its role in the 1814 defeat of a British attempt to invade the city during the War of 1812. It is also where the American flag that remained aloft after the battle inspired Francis Scott Key to write "The Star-Spangled Banner," the original manuscript of which is in the Maryland Historical Society's collection. The flag was sewn by Mary Young Pickersgill, a widow who lived not far from the harbor where the battle was fought. Her house is now the Flag House and Star-Spangled Banner museum and is open to the public. The city's official monument to celebrate the 1814 victory is the Battle Monument on Calvert Street, a design of French architect Maximilian Godefroy. The Star-Spangled Banner National Historic Trail and Star-Spangled Banner Scenic Byway connect the places, people, and events that led to the birth of our National Anthem during the War of 1812.

The Baltimore Civil War Museum, located in the former President Street Station near Little Italy, is noted for its role in the Pratt Street riots and the first bloodshed of the Civil War. On April 19, 1861, Union soldiers arrived at the station and began their connection across town along Pratt St. to Camden Station. Along the route, southern sympathizers attacked the

regiments from Massachusetts and Pennsylvania. This demonstration resulted in the Union army's occupation of the city for the remainder of the war, since the border state of Maryland was pivotal to security for the capital city of Washington, D.C. The USS Constitution, launched in 1854 and now a popular attraction at the Inner Harbor, served during the Civil War and is also representative of the navy's role in the years before the Civil War, when it captured two slave ships.

Baltimore played a less direct, though still significant, role in the World Wars. Just prior to the turn of the century, Bethlehem Steel had established a steel manufacturing mill east of Canton called Sparrows Point. Many of the steelworkers at Sparrows Point lived in company housing that was stratified by salary, rank, and ethnicity. In 1916, in an expansion effort that matched the increased demand for steel as a result of World War I, the company created the community of Dundalk to house additional shipyard workers. The Fairfield Shipyard of Bethlehem Steel, across the harbor from Sparrows Point, produced ships known as Liberty Ships during World War II. Fairfield produced 384 Liberty Ships that transported cargo and troops throughout the duration of the war. The decline of the steel industry in the latter half of the 20th century has brought significant changes to the lives of its employees and the life of their neighborhoods. Silent steel mills now stand as reminders of the growth the industry provided the city in the first half of the 20th century and the possibilities for rebirth in the 21st century.



The Baltimore Museum of Industry, located in a former canning facility, explores the stories of Maryland's industries and the people who created and worked in them.

Image: Baltimore Museum of Industry



The *Pride of Baltimore II* is a reproduction of an 1812-era topsail schooner privateer. These types of ships were constructed in Baltimore and helped the United States prevail against the British during the War of 1812.

Image: Pride of Baltimore II

2.1.5 Industrial and Maritime History

Baltimore was founded in 1729 in the hope that it would become a major tobacco port. Development was slow, however, and not until the late 1700s when grain exportation increased did the city begin to realize its full potential as a major seat of commerce. The significance of the port to this expansion cannot be understated. From its beginnings, the city was centered on its natural deep-water harbor. The maritime industry was the city's lifeblood, employing not only shipbuilders, caulkers, stevedores and the like, but also fostering the growth of associated trades and related commerce that are the byproduct of a growing city. Future industrial developments, such as the railroads, mills, and streetcars that carried employees from home to work would also be inextricably tied to the port and the shipping industry.

Many advances in transportation and industry have been made in Baltimore, but perhaps none have been more symbolic of its heritage than the Baltimore clipper ship. The clippers were developed in the shipyards of Baltimore in the 1790s, at a time when tensions with Britain were high. The clipper was built for speed and could easily outmaneuver the large British ships

attempting to stifle American trade. The clipper soon became the envy of mariners around the world, and built Baltimore's reputation as a major shipping center. Because they were designed for speed rather than cargo volume, the clippers were most advantageous to merchants between 1795 and 1815, when evading the British at sea was crucial. Grain and tobacco were exported to the West Indies and Europe, while sugar and coffee were imported from the Caribbean and Latin America. But clippers were more than just cargo vessels. During the War of 1812, ship owners were given federal permission to arm their vessels and privateers took or sank 1,700 British merchant vessels during the war. Clippers were also found to be useful in delivering arms to U.S. troops after breaking through the British blockade of the coast. The Battle of Baltimore was a British retaliation for the work of the privateers and an attempt to try to close the shipbuilding yards that made the clippers. That battle was a victory for Baltimore, but shortly thereafter the defeat of the British signaled the end of the clipper as well. With the return of peace and an emphasis on cargo space rather than speed, use of clippers soon diminished. Today, the *Pride of Baltimore II* carries on

the legacy of the Baltimore clipper ship, and can be seen in the Inner Harbor when she is not traveling the world as goodwill ambassador for the state of Maryland.

Although Baltimore originated as a shipping town, the railroad reshaped the city significantly. Seeking new markets to compete with Philadelphia and New York, Baltimoreans began to look inland and to the west. Efforts to forge inland were started in 1827 when the Baltimore & Ohio (B&O) Railroad was chartered. By 1830, Baltimore was the site of the first railroad depot, and by 1852 the B&O had completed its goal of laying its lines all the way to the Ohio River. The railroad was central to a chain of trade that linked the port of Baltimore with raw materials from the South and West and manufactured goods from the Northeast. At the outbreak of the Civil War, the president of the B&O, John Work Garrett, shrewdly sided with the Union despite southern sympathies and profited from the continued trade he was able to conduct. After the Civil War, the men's garment industry and canning (oysters, fruit, and vegetables) became the main industries in the city, and again the railroad was at the center of it, importing raw materials from across the country and exporting the final products.

Immigrants from Europe came to work on the railroad and so contributed to the accelerating growth of the city. Conditions for the rail workers were dangerous and difficult, so it is not surprising that Baltimore was the site of the country's largest industrial uprising in 1877. The strike of 1877 was sparked by a depressed economy, repeated wage cuts for rail workers, and the use of force in quelling a strike in Martinsburg, West Virginia. When news of the West Virginia incident reached Baltimore, thousands of the city's huge labor population, including its many rail workers, protested and rioted in the streets but were eventually suppressed by federal troops. The B&O Company recovered, but soon fell into disarray due to poor management and a succession of economic downturns. By the turn of the century, the B&O had been bought out and Baltimore lost its prominence as a rail hub to Chicago, New York, and Philadelphia.

The B&O Roundhouse and Mount Clare Station are part of the B&O Railroad Museum and offer excellent exhibits on the rail industry. Mount Royal Station, Pennsylvania Station, and other rail station buildings remain as significant resources within the BNHA that can also tell the story of the railroad's importance to the economy of the city and the growth of its ethnic neighborhoods, including Ridgely's Delight. The Baltimore Museum of Industry, located in a 19th-century oyster cannery, tells yet another story of the city's industrial heritage. Both of these museums demonstrate vestiges of industry that captivate the historic traveler to Baltimore.



The France-Merrick Performing Arts Center at the Hippodrome Theater is a popular arts venue. Built in 1914 as a movie palace and painstakingly restored in 2004, the theater hosts Broadway touring companies, concerts, and events.

Image: Mark Dennis, City of Baltimore

2.1.6 Arts, Literature, Music, and Entertainment

Large cities often are meccas for the artistic community and Baltimore is no exception. Home to many famous painters, sculptors, musicians, and writers, the city counts among its most recognizable citizens the jazz legends Cab Calloway, Billie Holiday, and Eubie Blake, and writers such as H.L. Mencken, and F. Scott Fitzgerald. These artists are memorialized through such resources as the Billie Holiday statue and Royal Theater Marquee monument on Pennsylvania Avenue, the Eubie Blake National Jazz Institute and Cultural Center, and the walking tours of Mount Vernon that highlight some of F. Scott Fitzgerald's activities in Baltimore.

Another famous literary figure from Baltimore is Edgar Allan Poe, who lived in West Baltimore from approximately 1832 to 1835 with his aunt and her extended family. Poe, who moved to Richmond after living in Baltimore, did not return to the city permanently. However, he coincidentally and under rather mysterious circumstances died here in 1849. The Edgar Allan Poe House on Amity Street and his gravesite in Westminster Burying Ground are popular attractions that recall one of Baltimore's most significant literary talents.

Baltimore is also home to a number of museums and theaters that offer visitors quality cultural resources within the heritage area. Among the most noteworthy are the world-renowned collections of the Walters Art Museum and the Baltimore

Museum of Art. A recent addition to the art museum circuit is the American Visionary Art Museum in the Inner Harbor. Theatrical arts venues include Arena Theater, America's oldest continuously operated black theater, and a number of small community theaters in Fell's Point and within the Station North and Highlandtown arts and entertainment districts. Larger performance venues include the Joseph Meyerhoff Symphony Hall, Center Stage, Everyman Theater, the Hippodrome Theater of the France-Merrick Performing Arts Center, and the Modell Performing Arts Center at the Lyric. The Chesapeake Shakespeare Company announced in 2012 its intention to adapt the Mercantile Safe Deposit and Trust Building at 202 E. Redwood Street into a theater space. All of these venues attest to the ongoing role of the arts in the heritage of Baltimore. While museums and monuments honor past artists, the liveliness of the arts community today proclaims its continuing growth.

Baltimoreans have also entertained themselves through a long tradition of sporting events that reaches back to the mid-19th century. Baseball has been a staple of life in Baltimore since 1859. The present day Baltimore Orioles have only been around since 1954, but they have brought home three World Series Championship titles. Always popular around Baltimore, the Orioles play to a packed stadium that attracts visitors from all over the country for not only the game but to get a tour of the award-winning architecture of Oriole Park at Camden Yards. Just outside the gates of the stadium stands the Sports Legends Museum, housed in the historic Camden Station. Also nearby is the Babe Ruth Birthplace Museum in the house where this famous ballplayer was born. Just outside the heritage area stands Pimlico Racetrack, built in 1870 and the second-oldest racetrack in the country. It has hosted the Preakness Stakes, second of three races in the famed Triple Crown of horse racing, for 124 years. Preceded by a week-long celebration of parades, hot-air balloon launches, boat races, and other festive events, the Preakness could be further promoted to capitalize on Baltimore's horse racing heritage. The Baltimore Colts football team won two National Football League (NFL) Championships and an American Football Conference Championship during their tenure at Memorial Stadium from 1953 to 1983. The Baltimore Colts and the New York Giants met in what has been called the "greatest game ever played," the 1958 NFL Championship game that went into overtime. In 1983, the team was moved to Indianapolis but NFL football returned to Baltimore in 1996 with the Baltimore Ravens, who now play downtown at M&T Bank Stadium. The popularity of lacrosse is growing throughout the country, but it has been a tradition in Baltimore for many years. Area college teams are perennially ranked in the top ten in the nation. The Lacrosse Hall of Fame, opened in 1998, showcases the sport and honors over 260 lacrosse players from around the country.

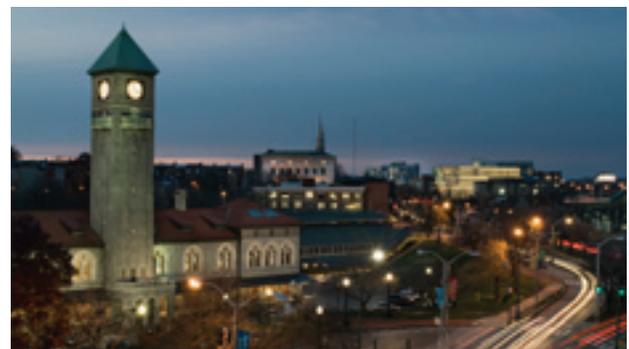
2.1.7 Educational Resources

Three types of educational resources within the heritage area offer opportunities for learning: elementary/secondary educational facilities, higher education, and continuing education/lifelong learning programs.

Elementary/secondary education includes pre-kindergarten through 12th grade. The city's public schools (Figures 2.4a, b and c) offer a combination of general and specialized educational programs that focus on general proficiency. There are also numerous options available for private or religious-based schooling.

Higher education in Baltimore includes products ranging from certificate and associate degree programs to advanced professional and research degree offerings. Within the heritage area there are a number of higher education institutions, such as Johns Hopkins University (Homewood Campus), John Hopkins University (Medical Campus), the Peabody Institute, Maryland Institute College of Art, Baltimore City Community College, University of Baltimore, and Sojourner Douglass College. While the majority of the students in these higher education institutions are enrolled in undergraduate programs, several institutions have graduate offerings as well (Baltimore City 2009). Additionally, many institutions offer enrollment on a part-time basis, making these programs attractive to individuals looking to improve their career opportunities or otherwise expand their knowledge (Baltimore City 2009).

Continuing education/lifelong learning includes offerings not fitting into the elementary, secondary or higher education markets. These programs include English as a second language, early childhood education, prisoner re-entry services, workforce readiness training, personal enrichment classes, and summer youth programs (Baltimore City 2009).



The Maryland Institute College of Art (MICA) is one of the nation's oldest art schools. The school's Mount Royal Station Building was once a B&O Railroad passenger station. The adaptive reuse of the building into a classrooms and studio space won many acclamations and awards in the 1960s. The building is one of several National Historic Landmarks located within the heritage area.

Courtesy Maryland Institute College of Art/Photo by Paul Burk



Patterson Park's Hampstead Hill offers a spectacular vista of the Canton and Highlandtown neighborhoods as well as the Inner Harbor and Patapsco River.

Image: David Guiney

2.2 Parks, Open Space, and Recreation Resources

2.2.1 Baltimore City Parks and Open Space

While Baltimore is strongly tied to commerce and industry, it is also endowed with beautiful parks and urban squares (Figures 2.2a, b and c). Some are situated on what was once private estate land held by the city's wealthiest citizens; others are gracious urban squares (small green refuges nestled among blocks of rowhouses), while others are rambling stream valley parks that recall the wilderness of the area before it was settled. The larger parks are the result of about 100 years of land acquisition by the city and its parks board.

Before 1860, Baltimore had only two parks—Patterson Park and Federal Hill Park. William Patterson donated to the city in 1827 the land that became its first park. Patterson Park was later expanded to 155 acres based upon by the recommendations in a 1904 report, *Development of Public Grounds for Greater Baltimore*, written by the Olmsted Brothers. In 1788, Federal Hill was the site of a celebration honoring Maryland's ratification of the U.S. Constitution. Today, Federal Hill Park offers sweeping views of downtown and the harbor.

The city and its parks board bought or were given seven large estates that now anchor Baltimore's parks system. In 1860, the city acquired Druid Hill, a 745-acre estate designed—in the romantic style—to follow the natural contours of the land. Druid Hill Park today offers an oasis within the city and is home to the Baltimore Zoo. Other estate parks include:

- Carroll Park, the site of Mount Clare Mansion, which was acquired by the city in 1890 and is now a house museum managed by the Maryland Chapter of the Society of Colonial Dames. The park includes athletic fields, a playground, and a nine-hole golf course. The 18th-century gardens at the mansion have recently been restored.
- Cylburn Arboretum, situated on the Cylburn Estate, was the last estate purchased by the city (1942). The park encompasses 173 acres of formal and woodland gardens and trails.
- Located just outside the heritage area, Clifton Park, once the estate of Johns Hopkins, was restored and features an 18-hole golf course. The park also has active playing fields.

Stream corridors within the heritage area were largely protected as city parks after the turn of the 20th century. Much of the Baltimore City park system was developed based on the 1904 Olmsted Brothers report (Olmsted et al 1904) which studied development patterns and the natural features of the city and

identified key parcels for large park development, stream valley parks, boulevards, small parks, and water supply reservoirs. The Olmsted Brothers report was updated in 1926 and again in 1941. Because the Olmsted Brothers' recommendations were based upon an appreciation for natural landscapes, Baltimore's early park system preserved much of the city's environmentally sensitive land. In the urban renewal era of the 1960s, the park system went through a second phase of expansion adding active recreation sites to neighborhoods across the city (recreation centers, playgrounds, fields and courts) (Simonds and Simonds 1964).

Today, Baltimore residents have a variety of "close to home" parks, recreation facilities and natural open spaces (Baltimore City 2004). Large wooded parks and boulevards are interwoven across the city, forming a network of open space. Playfields, playgrounds, courts, and recreation centers are found in nearly every neighborhood, increasing in number as population density increases. Athletic fields, playgrounds, and courts are offered in a variety of settings. Many playgrounds and basketball courts have been developed in small urban parks (less than one-half acre) but they are also found in more natural settings in the city's large parks. Multi-use athletic fields have been developed in many neighborhoods parks and schools.

Large city parks within the heritage area include significant areas of undeveloped woods (Cylburn Arboretum and Gwynns Falls/Leakin, Wyman, Chinguapin Run, Herring Run, Mount Pleasant, Stoney Run, and Druid Hill parks) or mature tree groves (Patterson Park and Carroll Park). While these parks cannot be considered truly wild, they are "natural" in contrast to the surrounding urban development and they successfully support a variety of natural resource based recreation. Today, projects embrace these natural resources to create recreational many trail opportunities that are attractions for both residents and visitors (see Sections 2.5.3 and 2.5.4). Hiking, kayaking, and fishing are popular activities utilizing the trails and streams of Gwynns Falls/Leakin Park. Cylburn Arboretum, Druid Hill Park, Gwynns Falls/Leakin Park and Patterson Park are well known locations for bird watching. The National Audubon Society's Maryland office is adjacent to Patterson Park, enabling it to take advantage of the park's mature tree groves and naturally landscaped lake for urban nature and bird watching programs.

2.2.2 Greenways and Bicycling

In the last two decades, Baltimore City has been successful in planning and constructing a new greenway system that expands the city park system by making new connections between communities and open space (Baltimore City 2004). The three main trails follow the city's major stream valleys: Gwynns Falls, Jones

Falls and Herring Run (Figures 2.2a, b and c). These three greenways work as a network whose hub is downtown Baltimore, linking residents with points of interest at the neighborhood level (schools, parks and shopping areas) as well as the major cultural attractions of the Inner Harbor. The greenway network alignment design allows connections to trail projects of the surrounding communities in Baltimore County and the East Coast Greenway, a national trail system traveling from Maine to Florida.

The Baltimore City Department of Recreation and Parks, with support from the Department of Planning and the Department of Transportation, is responsible for trail construction and management. The Gwynns Falls Greenway was completed in 2005 and the Jones Falls Greenway is under construction. The greenway network offers "off road" trail opportunities for both recreational use (bicycles, skateboards, roller blades, walking) and daily commuting. In addition to the greenway trails, the city's Bicycle Network Master Plan (Baltimore City 2006a) guides the Department of Transportation as it adds signs and designated bicycle lanes to promote safe use of bicycles for daily errands and commuting to work. The increasing popularity of bicycle riding in Baltimore can be seen each year with the growing demand for bicycle racks at the train station and downtown, increasing numbers of greenway trail users and increasing participation in local bicycle events. Since 2011 the Friends of Carroll Park and Mayor's Bicycle Advisory Committee have sponsored "Tour dem Parks, Hon!". The event includes a race and family ride on a 30-mile loop that passes through the city's five large parks including seven miles of the Gwynns Falls Greenway. The Friends of Patterson Park have sponsored "BikeJam" since 1998. The day-long festival includes 11 races held on roads within Patterson Park. The races range from a 40-mile race for professional road racers (the KBS Cup ProRace Circuit) to 5- and 10-mile amateur and youth races and a sprint for city messenger bikes.

2.2.3 Neighborhood Recreation Centers

Baltimore City's recreation system includes neighborhood-based recreation centers, special use athletic facilities, and a citywide network of courts and fields in parks and school sites (Baltimore City 2004) (Figures 2.2a, b and c). Programming varies from center to center often reflecting the culture of individual neighborhoods and the interests and skills of the center staff. Many centers offer unstructured, "drop-in" recreation as well as structured programs. Programming content changes to match the skills and interest of different age groups (youth, teens, adults, and seniors) but can be generally classified as either sports or personal skills.

2.3 Natural Resources

2.3.1 Physiography and Geology

Baltimore City is located within two physiographic regions: the Piedmont Plateau and the Atlantic Coastal Plain (Baltimore 2004). The “fall line” between the two provinces roughly bisects the city in a northeast/southwest direction (Figure 2.2a). Extending northwest from the “fall line” is the eastern division of the Piedmont Plateau, underlain by a complex series of metamorphic rocks that result in a highly diverse topography. In contrast, the Atlantic Coastal Plain topography is relatively flat and consists of unconsolidated sand, clays, and gravel.

Many steep slopes (20% slope or greater) are located in the Piedmont portions of the major stream valleys of the Jones Falls and the Gwynns Falls and their tributaries (Baltimore 2004). For the most part, undisturbed steep slopes are found within or adjacent to city-owned parklands. For example most of the steep stream banks of the Gwynns Falls and the Dead Run are found within the mature forests of Gwynns Falls/Leakin Park or within undeveloped private land associated with residential areas adjacent to the park. Significant areas of steep slopes in the Jones Falls stream valley are currently protected as mature forested parkland within Cylburn Arboretum and Druid Hill Park. Industrial and institutional land uses are more common than residential lands in the Jones Falls valley. Many of these privately held slopes appear to have been disturbed in the past but have stabilized with the naturally re-vegetated woods. While these re-generated woods are dominated by invasive species, they are still valued for their ability to stabilize steep slopes.

2.3.2 Streams and 100-year Floodplains

The heritage area is within the watershed of the Patapsco River. The Patapsco’s two main tributaries are the Gwynns Falls, which drains the northwest part of the city, and the Jones Falls, which drains the central part of the city. Baltimore historically was crossed by an intricate pattern of small streams. However, many of these tributaries have dried due to urbanization or have been channelized and piped into the city stormwater system (Baltimore 2004). The remaining major streams and tributaries have been impacted by urbanization with sedimentation and erosion occurring throughout most segments.

The 100-year floodplain of the streams and shoreline of Baltimore vary depending on topography of the Piedmont and Coastal plain formations. The Federal Emergency Management Administration has mapped all floodplain areas in Baltimore City (FEMA 1998). Most tidal floodplain has been bulkheaded



The Gwynns Falls is one of the Patapsco River’s tributaries. The Gwynns Falls Trail, which follows the stream valley, is a continuous recreation corridor that connects over 30 neighborhoods in west and southwest Baltimore.

Image: Parks & People Foundation

for erosion protection and many low lying areas have been filled, in some cases above the tidal base flood elevation (Baltimore City 2004). Virtually all of the natural estuarine floodplain has been disturbed within the last century and the majority of the habitat has been completely removed and replaced with bulkheads, riprap buildings and paved surfaces (Baltimore City 2004).

The city, led by the Water Quality Management Section of the Department of Public Works, is working in several of the heritage area’s watersheds on a variety of urban watershed restoration projects. Noteworthy among these is the initiative for greening Watershed 263, a partnership project of the city, the Parks & People Foundation, and the Baltimore Ecosystems Study.

2.3.3 Wetlands

Within the heritage area are some of the city’s most significant remaining tidal and non-tidal wetlands. These systems are but a fraction of what was found in the area before development of the city. Today, tidal estuarine wetlands are located on the Patapsco estuary, extending for a short distance upstream into the tributaries of the Patapsco River. These areas consist of a few fragments associated with the remaining natural shoreline of Baltimore. The most significant tidal wetland habitat remaining with the critical area in the city is found in Masonville Cove (70 acres), a dredged material disposal site that includes high and low marsh habitat (Figure 2.2a) (Baltimore 2004). Non-tidal riverine, palustrine, and lacustrine wetlands are generally associated with streams and are usually narrow and linear in configuration as they follow the stream channels.



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Figure 2.2b:
Natural and Recreation Resources - Gwynns Falls
Public Parks and Recreation Centers

- Baltimore City Parks
- Other Recreation Attractions**
- Historic National Road (All-American Road)
- Trails**
- Land Trails (Existing)
- Land Trails (Proposed)
- Vegetation/Cover Types**
- Wooded/Brush Areas¹
- Water Resources (Rivers, Harbors, Streams, Lakes and Ponds)
- Baltimore City Major Watersheds
- Baltimore National Heritage Area

¹Baltimore Mayor's Office of Information Technology

0 .25 .5 1 Miles



Figure 2.2c:
Natural and Recreation Resources - North Baltimore
Public Parks and Recreation Centers

- Baltimore City Parks
 - Baltimore City Recreation Centers
 - Baltimore City Schools (with outdoor recreation facilities)
- Other Recreation Attractions**
- Charles Street National Scenic Byway (National Scenic Byway)
 - Falls Road Scenic Byway (Maryland State Scenic Byway)
- Trails**
- Washington-Rochambeau Revolutionary Route National Historic Trail
 - Land Trails (Existing)
 - Land Trails (Proposed)
- Vegetation/Cover Types**
- Wooded/Brush Areas¹
 - Wetlands²
 - Water Resources (Rivers, Harbors, Streams, Lakes and Ponds)
 - Baltimore City Major Watersheds
 - Baltimore National Heritage Area

¹Baltimore Mayor's Office of Information Technology
²U.S. Fish and Wildlife Service



**GYWNNS FALLS
 WATERSHED**

**JONES FALLS
 WATERSHED**

**BALTIMORE
 HARBOR
 WATERSHED**

**BALTIMORE
 HARBOR
 WATERSHED**



Old Mill Race section of the Gwynns Falls Trail.
Image: Parks & People Foundation

2.3.4 Forested Areas

The largest stands of forest in heritage area are clustered around the major stream valleys of Jones Falls and Gwynns Falls. Portions of the heritage area within the direct harbor watershed have the greatest amount of impervious surface and the lowest amount of tree canopy. The Jones Falls watershed, largely due to the presence of Druid Hill and Cylburn Parks and the leafy residential neighborhoods in the northern part of the city, has the highest percent of tree canopy. The Gwynns Falls stream valley has the highest concentration of forest, contained primarily within Gwynns Falls/Leakin Park.

Gwynns Falls/Leakin Park, Cylburn Arboretum, and Druid Hill Park each contain large forested areas where trees have not been disturbed for over 100 years. The presence of water and the size and diversity of the plant communities are the most significant features in these parks, which are known to support populations of a variety of wildlife including forest interior dwelling birds (Baltimore City 2004). Forest composition reflects different soils and microclimates. Cylburn Arboretum, Druid Hill Park, and Wyman Park are located within the steep and rocky valley of the Jones Falls. The dominant forest species of these parks are beech/tulip poplar. The Gwynns Falls stream valley is also steep and rocky, but the extensive wooded parkland has been less disturbed by development. Three tree associations are found in

Gwynns Falls Park: oak-hickory, beech-birch, and maple-ash-box elder.

Gwynns Falls/Leakin Park and its stream valley is the most significant in terms of wildlife habitat. There are sections of the Gwynns Falls stream that pass through highly resistant rock and forested buffers. These segments have not been as severely impacted by urbanization as other streams and can support a surprisingly large population of fish (27 species were identified in a 1989 study) (Baltimore City 2004).

FOREST MANAGEMENT AND URBAN STREET TREES

The Forestry Division and Office of Park Conservation of the city's Department of Recreation and Parks are responsible for drafting and implementing forest management plans for Baltimore. While the tree species mix is different in individual parks, the management issues are similar across the city: removal and control of invasive species in the forest, regeneration of mature tree canopies where trees are planted in lawn areas, increasing species diversity and improving the survival rate of new tree plantings. Many of the wooded parks, including the city's two Green Infrastructure Hubs, have forestry management plans (Gwynns Falls 1990, Druid Hill 2006, Cylburn 2005, Wyman Park 2005) and more are underway.

The Office of Park Conservation works with the Department of Planning to match developers that cannot meet their Forest Conservation Plan or Critical Area Mitigation Program requirements “on site” with park areas that can benefit from habitat restoration/expansion projects. Private developers have funded a variety of reforestation and invasive removal projects in the park system. The Office of Park Conservation also trains and leads volunteers in identification and removal of invasive trees and vines in the forests, and park tree plantings. Volunteers interested in assisting with street tree care and pruning, are trained in the Community Tree Steward program.

Baltimore City has adopted the Urban Tree Canopy (UTC) program from the Maryland Department of Natural Resources. After studying the manpower of current volunteer programs and the projected workforce of the Forestry Division, the city has set a UTC goal of 38% for 2030–2036 which will double the city’s tree canopy (Baltimore City 2004). The Baltimore Tree Trust is collaborating with the city in its effort to achieve this goal.



An 1868 mansion stands guard over the Cylburn Arboretum, a 207-acre city park with collections of trees and flower and vegetable gardens. Image: David Guiney

2.3.5 Green Infrastructure Hubs

Cylburn Arboretum and Gwynns Falls/Leakin Park are state-designated green infrastructure hubs which are integral to providing flyways, natural habitat corridors, and blocks of contiguous forest for a wide variety of plant and animal species including rare species. The city protects these green hubs as well as Druid Hill Park through park ownership and forest management plans.

2.3.6 Designated Habitat Protection Areas in the Critical Area

Baltimore’s Critical Area Program monitors both public and private lands that extend 1,000 feet from the shoreline. The heritage area’s coastal waterfront is entirely within the critical area (Figure 2.2a). The Baltimore City Department of Planning has designated five sites within the heritage area as habitat protection areas (DHPAs) (Table 2.1 and Figure 2.2a). The DHPA status highlights and protects waterfront areas that have special value for migrating shorebirds and other wildlife that depend on the estuary environment.

2.3.7 Rare, Threatened, and Endangered Species

Recent records of the Maryland Department of Natural Resources indicate two recent occurrences of rare, threatened, or endangered species within the heritage area (MD DNR 2012):

- Within Wyman Park there is a colony of state rare Yellow-crowned Night Herons (*Nyctanassa violacea*) which is known to utilize a wooded area during the breeding season
- The TransAmerica Building (the former Legg-Mason Building) located at 100 Light Street is known to have supported an American Peregrine Falcon (*Falco peregrinus anatum*) nest.

Table 2.1 Baltimore City Designated Habitat Protection Areas (within the heritage area) (see Figure 2.2a)

1 Upper Middle Branch Park	The site of an historic waterfowl staging and concentration area. In addition, portions of this shallow water area have been used as wetland mitigation sites for various waterfront development projects. (public and private ownership)
2 Gwynns Falls Greenway – South	The site of a greenway trail, needing protection as a wildlife corridor. This corridor connects the upland forests of the upper Gwynns Falls watershed with the wetlands and tidal waters of the upper Middle Branch. (public ownership)
3 Lower Middle Branch Park	The site of tidal wetlands and waters of a tributary stream and an adjacent area of mature oak forest on steeply sloped land. (public ownership)
4 Reedbird Park	The site of tidal wetlands, reforested meadows, and active recreation facilities (ball fields, courts, pools, greenway trail). (public ownership)
5 Masonville Cove	The site of an historic waterfowl staging and concentration area with wetlands. This is the largest waterfowl staging area in the city and one of the largest in the state of Maryland. (private ownership)

Source: Baltimore City 2004

2.4 Scenic Resources

2.4.1 Baltimore Harbor and Patapsco River

Waters of the Baltimore Harbor and Patapsco River are the most significant scenic resources within the heritage area, valued by both city residents and visitors. From the water's edge, from city streets, and from many buildings, the waters of the Inner Harbor, Northwest Harbor, and the Patapsco River provide a scenic backdrop to the urban landscape that so dominates the heritage area. Redevelopment of the previously industrial shoreline along the water's edge—which began in the 1960s focused on the Inner Harbor—today extends along much of the harbor waterfront from Tide Point on the south to Canton Waterfront Park on the north. This has opened up the shoreline and views of the water to the public. The Baltimore Inner Harbor and Waterfront Promenade—built as part of the city's redevelopment effort—enables visitors and residents to walk along the water's edge for 7.5 miles, enjoying vistas of the water from many vantage points.

Variety is key in Baltimore's Inner Harbor. Active port and manufacturing facilities share the shoreline with residences, hotels, office buildings, restaurants, marinas, and attractions, such as the National Aquarium. Image: Mark Dennis, City of Baltimore



2.4.2 Stream Valley Parks and Other Large Parks

Stream valley parks and other large parks within the heritage area include large areas of undeveloped woods (Cylburn Arboretum and Gwynns Falls/Leakin, Wyman, Chinquapin Run, Herring Run, Mount Pleasant, Stoney Run, and Druid Hill parks) or mature tree groves (Patterson Park and Carroll Park). These parks—many planned and designed by the Olmsted Brothers to preserve the natural beauty of the city's wooded stream valleys (see Section 2.2.1), are scenic resources that rival those of other great cities. These natural areas preserved as parks have a unique quality in a highly urban environment. Trees, fields and natural stream valleys offer a scenic alternative to the continuous landscape of roads and buildings.

2.4.3 Scenic Byways

Four scenic byways are partially within the heritage area (see Section 2.5.5), including Charles Street National Scenic Byway, Historic National Road Scenic Byway and All-American Road, Star-Spangled Banner Scenic Byway, and Falls Road Scenic Byway (Figures 2.4a, b and c). By definition a scenic byway offers visitors an opportunity to experience the best mix of Maryland's scenic beauty, history, and culture. Within the heritage area these scenic byways follow some of the city's more historic streets through historic neighborhoods, frequently offering vistas of the harbor and/or Patapsco River.

2.5 Heritage Attractions

2.5.1 Baltimore's Popular Places to Visit

In its 2010-2011 Annual Report and Business Plan, Visit Baltimore highlights some of the places in the city that offer uniquely Baltimore experiences for visitors and residents. All are within the heritage area. Visit Baltimore offers brief descriptions of these special Baltimore places (Visit Baltimore 2011):

- **Inner Harbor**—Baltimore's Inner Harbor is one of the most photographed and visited areas of the city. It has been one of the major seaports in the United States since the 1700s and started blossoming into the cultural center of Baltimore in the 1970s. Distinct in function and form, the Inner Harbor draws locals and visitors alike to the area to enjoy a variety of fine dining, cultural experiences, and exciting nightlife.
- **Little Italy**—Let the intoxicating aromas of garden-fresh basil and garlic-laden tomato sauce lead you to Baltimore's Little Italy. This authentic Italian neighborhood is home to over two dozen cozy, family-owned Italian eateries. No matter which restaurant you choose, rest assured that your meal will be homemade and heavenly. After dinner, relax over cappuccino and tiramisu and then stroll the quaint streets of this charming neighborhood where the same families have lived, worked—and cooked—for generations. Come back in the summer to enjoy the al fresco cinema of the Little Italy Film Festival.
- **Mount Vernon**—The nation's first monument to George Washington sits proudly at the center of Mount Vernon Place. What were once the grand mansions of Baltimore's 19th-century industrialists are now museums, galleries, shops, and restaurants, beckoning visitors to the neighborhood's many fine museums and arts institutions. From the Walters Art Museum to the spiraling heights and ornamental ironwork of the Peabody Library's Grand Cathedral of Books, let the impressive architecture and manicured public gardens transport you to a bygone era.
- **Fell's Point**—Named for the Englishmen who founded a shipbuilding company here in 1726 that produced the famous Baltimore clipper ships, Fell's Point is a spirited waterfront community of Baltimore's British nautical roots. Enjoy the 18th- and 19th-century homes along streets with names like Shakespeare and Fleet and explore the unique shops of Thames Street and Broadway. Whether you crave oysters on the half shell at a local pub or upscale seafood at a charming romantic restaurant.

- **Federal Hill**—For perhaps the best view in town of the Inner Harbor and downtown skyline, take the 10-minute walk up to the top of Federal Hill, the grassy hilltop that lends its name to one of downtown's most gracious neighborhoods. Federal Hill boasts a variety of antiques and specialty shops, as well as a wealth of pubs and restaurants, many within walking distance of Baltimore's stellar pro sports stadiums. While in the area, don't miss the neighboring American Visionary Art Museum and the Baltimore Museum of Industry.
- **Harbor East**—Harbor East is one of Baltimore's newest and most exciting neighborhood destinations. Centered on several luxurious waterfront condominium developments, Harbor East is home to some of Baltimore's newest hotel properties designed to satisfy the every need of business and leisure visitors alike. Shopping and dining options abound: from shoes to sushi and furniture to fine wines, an array of unique local and national retailers and restaurants awaits you. A new, upscale movie theatre, spa, and health club round out the Harbor East experience.
- **Westside**—Baltimore's Westside is home to generations of African American history and culture. Nearby where Cab Calloway, Louis Armstrong, and Nat King Cole once performed at local nightclubs, modern theatergoers can catch Broadway's finest touring productions at the Hippodrome Theatre at the France-Merrick Performing Arts Center. The Westside is also home to Edgar Allan Poe's grave at the Westminster Hall burial ground, the Lexington Market, and the B&O Railroad Museum, where visitors can hop aboard and ride the first few miles of passenger rail ever laid in the United States.



The birthplace of George Herman "Babe" Ruth at 216 Emory Street is now a museum celebrating his life and baseball in Baltimore.
Image: David Guiney

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Figure 2.3b:
Heritage Attractions - Gwynns Falls

- Heritage Attractions**
- Historic Sites
 - Baltimore National Heritage Area

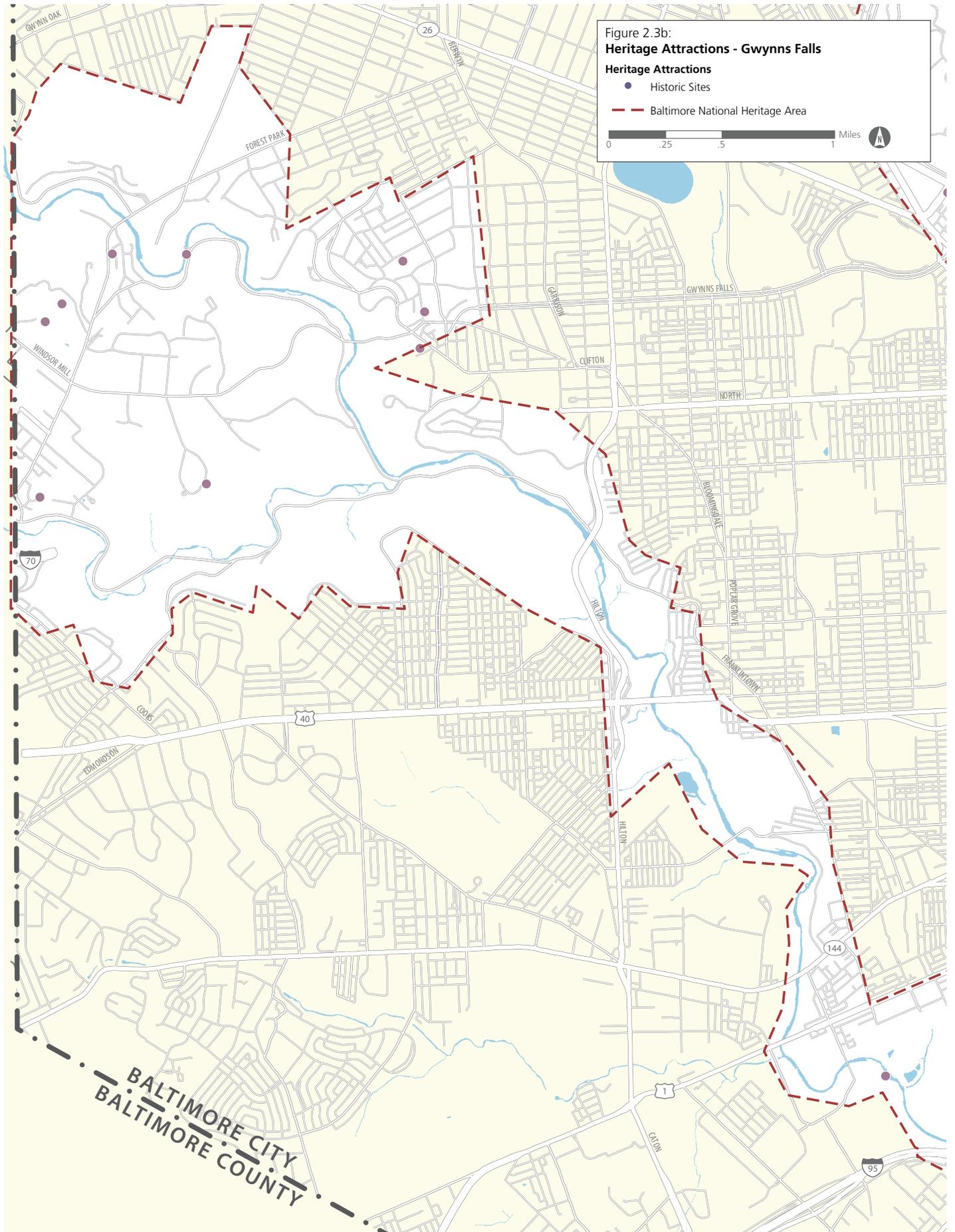
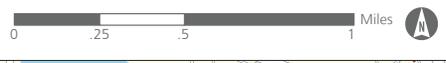


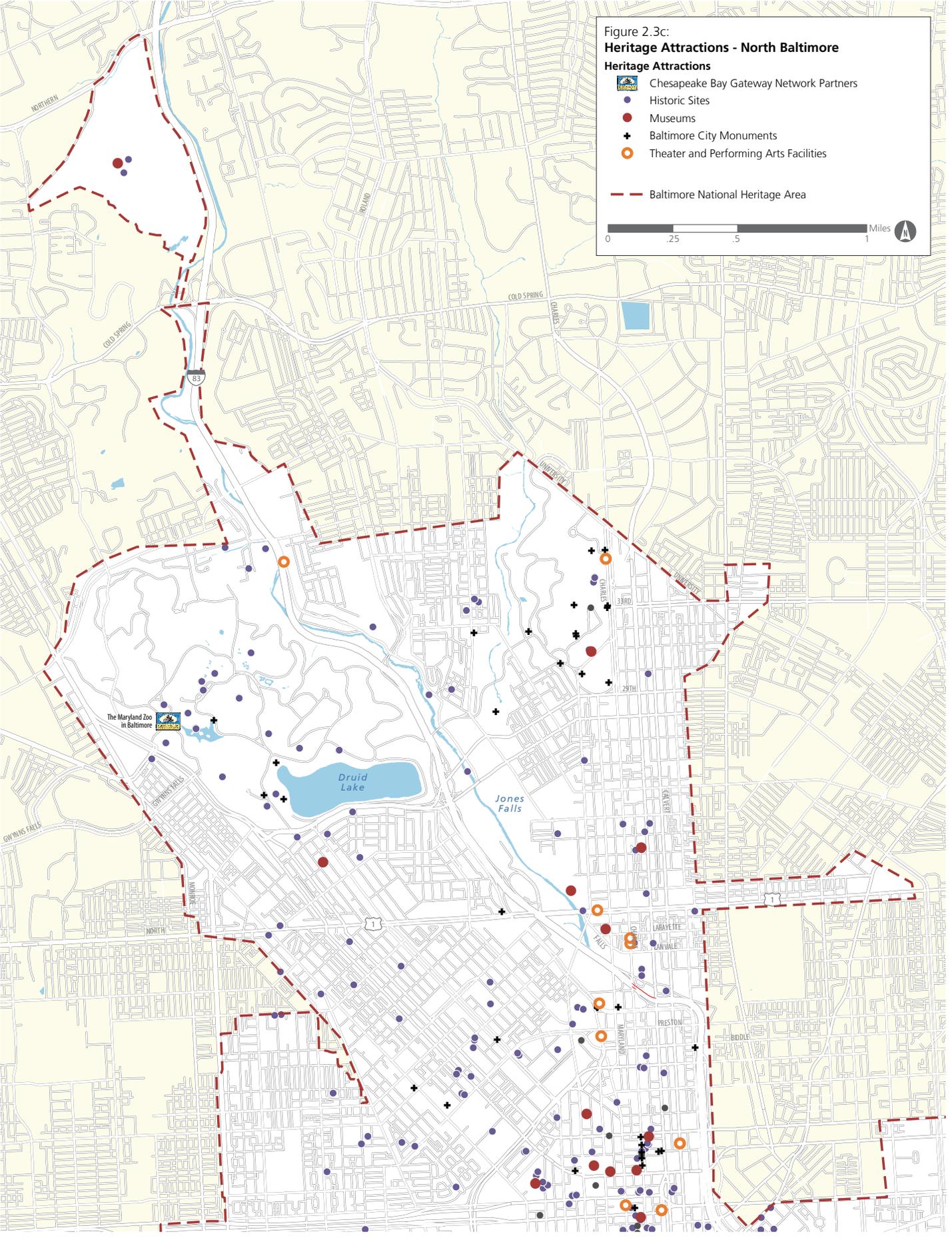
Figure 2.3c:
Heritage Attractions - North Baltimore

Heritage Attractions

-  Chesapeake Bay Gateway Network Partners
-  Historic Sites
-  Museums
-  Baltimore City Monuments
-  Theater and Performing Arts Facilities

 Baltimore National Heritage Area

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One of the city's most popular attractions, the B&O Railroad Museum boasts the oldest and one of the most comprehensive collections of railroad history in the world.

Image: B&O Museum

2.5.2 Heritage Attractions

MUSEUMS AND CULTURAL ATTRACTIONS

Thematic Museums. Individual museums throughout the heritage area capture the interest of devotees of military history, industry and science, the civil rights struggle, public works, Jewish culture, and railroad history, including:

- Star-Spangled Banner Flag House Museum
- historic ships in Baltimore
- Fort McHenry National Monument and Historic Shrine
- Baltimore Museum of Industry
- Baltimore Streetcar Museum
- National Museum of Dentistry
- Lillie Carroll Jackson House Museum
- Jewish Museum of Maryland
- B&O Railroad Museum
- Maryland Science Center
- National Aquarium
- Port Discovery Children's Museum

Art Museums. The Walters Art Museum, housed in three buildings on Mount Vernon Place, is a world-renowned gallery most noted for its collections of ancient artifacts, medieval armor, and Asian art. The Baltimore Museum of Art, Maryland's largest art museum, is best known for the Cone sisters' important collection of early 20th-century art work. It also contains collections

of American decorative arts, including 18th-century furniture from Baltimore, and African, American, and Oceanic native art work. A very unusual museum, the American Visionary Art Museum, focuses on the works of intuitive, untrained artists, both local and international. The Maryland Art Place perpetuates Baltimore's role as the liaison for mid-Atlantic artists' contemporary work.

Maryland Historical Society. Founded in 1844, the Maryland Historical Society (MdHS), is the state's oldest continuously operating cultural institution. With more than 350,000 objects and seven million books and documents, this institution now serves upward of 100,000 people through its museum, library, press, and educational programs. MdHS is also known for its large collection of portraits by the Peale family and those of Joshua Johnson, the nation's most noted black painter. MdHS houses the largest collections of Civil War and maritime artifacts in the state, and is nationally significant for its ownership of the original manuscript of Francis Scott Key's "The Star-Spangled Banner."

Libraries. The Enoch Pratt Library features the Maryland Room, a reference and research center on Maryland history which is also one of the most fascinating repositories for Baltimore's history.

African American Museums and Attractions. Large African American historical collections can be found at the Enoch Pratt Library and the Reginald F. Lewis Museum of Maryland African American History and Culture. The National Great Blacks in Wax Museum is the nation's only wax museum dedicated to African Americans. It portrays people who have had an important role in the history of African Americans throughout the nation and is a frequently visited African American tourist destination in Maryland.

REPRESENTATIVE HERITAGE INTERPRETIVE SITES

Many additional heritage interpretive sites offer experiences for visitors and residents to experience Baltimore's heritage. These attractions tell the city's stories as reflected in the heritage area's interpretive framework (see Section 6.2). Table 2.2 lists sixteen representative heritage interpretive sites and their connections to the thematic framework. Appendix D summarizes for each

site the adequacy of tourist/visitor services that enhance the overall experience for visitors.

BALTIMORE CITY MONUMENTS

Many people and events associated with the Revolutionary War, War of 1812, and the Civil War are commemorated in monuments throughout the heritage area (Figures 2.3a, b, and c). In the first half of the 19th century, the most impressive sculptural monuments in America were under construction in Baltimore (Kelly 2011). In 1827, President John Quincy Adams bestowed the moniker "Monumental City" on Baltimore, following his tour of the city's monument to George Washington (Washington Monument) and the city's official monument to celebrate the 1814 victory over the British during the War of 1812 (Battle Monument). CHAP has documented 88 of the city's famous public monuments (Baltimore City 2003).

Table 2.2 Representative Heritage Interpretive Sites (also see Section 6.2 and Appendix D)

Interpretive Site	Heritage Area Interpretive Framework Thematic Connections (listed in priority order)			
1 Babe Ruth Birthplace Museum	3G A Sporting Town	3I Living Traditions	2G Roots of Education	
2 Baltimore Civil War Museum at President Street Station	4E Civil War in Baltimore	3C Rails and Roads	3B Architecture and Monuments	
3 Baltimore Museum of Industry	3D Firsts in Business and Industry	2E New Enterprise	2F Rise of Labor Unions	
4 Baltimore Street Car Museum	3C Rails and Roads	3D Firsts in Business and Industry	3A Parks and Public Works	
5 Bromo Seltzer Arts Tower	3B Architecture and Monuments	3F Pursuit of Knowledge and Arts	3D Firsts in Business and Industry	
6 Carroll Mansion	2B Colonial Baltimore	2E New Enterprise	4D Religious Freedom	
7 Cylburn Arboretum	3A Parks and Public Works	3B Architecture and Monuments	3F Pursuit of Knowledge and Arts	
8 Eubie Blake National Jazz Institute and Cultural Center	3F Pursuit of Knowledge and Arts	3I Living Traditions	4F Early Struggle for Civil Rights	
9 G. Krug & Son	2E New Enterprise	3D Firsts in Business and Industry	3I Living Traditions	
10 Great Blacks in Wax Museum	4F Early Struggle for Civil Rights	4G Later Struggle for Civil Rights	4C Underground Railroad	
11 Mount Clare Museum House	2E New Enterprise	3B Architecture and Monuments	4C Underground Railroad	
12 Phoenix Shot Tower	2E New Enterprise	3B Architecture and Monuments	3D Firsts in Business and Industry	
13 Rawlings Conservatory	3A Parks and Public Works	3B Architecture and Monuments	3F Pursuit of Knowledge and Arts	
14 Sports Legends Museum at Camden Yards	3G A Sporting Town	3I Living Traditions	3C Rails and Roads	
15 Washington Monument – Mount Vernon Place	3B Architecture and Monuments	2B Colonial Baltimore	3A Parks and Public Works	
16 Westminster Burying Ground	3F Pursuit of Knowledge and Arts	3B Architecture and Monuments	1B Battle of Baltimore	



The Joseph Meyerhoff Symphony Hall at 1212 Cathedral Street is home to the Baltimore Symphony Orchestra.
Image: Baltimore Symphony Orchestra

CHESAPEAKE BAY GATEWAYS

Established by Congress in 1998, the Chesapeake Bay Gateways and Watertrails Network (CBGN) is a partnership of parks, wildlife refuges, historic sites, museums, historic vessels, environmental education centers, information centers, byways, and water trails that provides people with opportunities for meaningful Chesapeake Bay experiences (Figure 1.2). The primary goals of the CBGN, as envisioned by Congress, are to identify, conserve, foster, and interpret natural, recreational, historical, and cultural resources within the Chesapeake Bay. Through a memorandum of understanding with the NPS, 14 sites within the Baltimore National Heritage Area are CBGN partners who work with the NPS to provide meaningful Chesapeake Bay experiences, interpret their Chesapeake connections, co-market the gateways in the network, and promote Chesapeake Bay stewardship:

- Baltimore Museum of Industry
- Baltimore Visitor Center
- Fell's Point National Register Historic District
- Fort McHenry National Monument and Historic Shrine
- Frederick Douglass-Isaac Myers Maritime Park

- Gwynns Falls Trail
- Jones Falls Trail
- Lightship *Chesapeake*
- Maryland Zoo in Baltimore
- National Aquarium in Baltimore
- *Pride of Baltimore II*
- Seven-Foot Knoll Lighthouse
- USS *Constellation*

THEATRE AND PERFORMING ARTS FACILITIES

Tourists and residents alike enjoy a variety of music at the Joseph Myerhoff Symphony Hall, the Peabody Institute, and Baltimore's opera house—the Modell Performing Arts Center at the Lyric. The city's numerous clubs and other performing arts venues offer the opportunity to hear everything from chamber music to blues, jazz, and folk music performed by both local and national artists. A variety of theater and dance productions are found at venues that range from the Hippodrome Theater at the France-Merrick Performing Arts Center, which draws national dance and musical productions, to the locally based Center Stage and Everyman Theater, and the many small, local theater troupes including the Arena Players.

2.5.3 Heritage Trails

In 2003, the BHAA initiated a program to develop urban heritage trails throughout many of the city's historic neighborhoods (see Section 3.1.1). Loosely patterned on Boston's Freedom Walk, the heritage trails are designed to encourage heritage tourism in less-traveled—yet historically vibrant—neighborhoods. Heritage Walk, the first urban heritage trail, opened in 2005. Since then, the heritage area has established three additional trails—Mount Vernon Cultural Walk, Pennsylvania Avenue Heritage Trail, and Historic Fell's Point Heritage Trail. Two more heritage trails are slated for development by 2017.

2.5.4 Trails and Greenways

BALTIMORE WATERFRONT PROMENADE

The Baltimore Waterfront Promenade is a 7.5-mile continuous walkway that generally follows the Inner Harbor perimeter. It links major attractions in the Inner Harbor—such as the National Aquarium and the Baltimore Museum of Industry—while providing visitors with information about the natural and cultural history of the harbor.



The Mount Vernon Cultural Walk is one four urban heritage trails developed by the heritage area. Cultural Walk starts in the Inner Harbor and explores the cultural institutions and outstanding architecture along the Charles Street corridor.

Image: Sue Izard, BHAA

BALTIMORE RIOT TRAIL

The Baltimore Riot Trail is a 1.6-mile walking trail that retraces the steps of Union soldiers in 1861 as they traveled from President Street Station to Camden Station. The troops were met by an angry mob of southern sympathizers; the resulting conflict led to the first blood shed during the Civil War.

BOLTON HILL BLUE PLAQUES

Adapted after London's Blue Plaque program, Bolton Hill marks the homes of its most distinguished past residents who have made important contributions to human welfare, cultural, and intellectual life or history. Famous past residents include F. Scott Fitzgerald, Woodrow Wilson, and Alger Hiss.



The BHAA worked with the National Park Service's Chesapeake Bay Office to design and install interpretive and orientation signage for the Star-Spangled Banner National Historic Trail and Scenic Byway.

Image: Jason Vaughan, BHAA

STAR-SPANGLED BANNER NATIONAL HISTORIC TRAIL AND SCENIC BYWAY

In Baltimore, visitors following the Star-Spangled Banner National Historic Trail and Scenic Byway learn about the places, people, and events of the War of 1812 (Figure 2.2a). The interpretive emphasis is on the events of the summer of 1814 when the citizens of Baltimore successfully defended the city from invasion by British forces on the land and from the water. The trail experience is concentrated along the roads and waterways

that compose the trail route, with a strong visual and interpretive identity connecting sites by land between Patterson Park and Fort McHenry National Monument and Historic Shrine. On-water interpretation links Fort McHenry, Fell's Point, Tide Point, the Inner Harbor, and the Patapsco River. Interpretive and physical connections encourage visitors to explore the greater Baltimore area, including Hampton National Historic Site and the North Point peninsula. Trail improvements, marking, and interpretive development are focused on enhancing and strengthening a network of land and water routes and excursions. Visitor orientation occurs primarily at Fort McHenry—the trail's primary visitor hub. Visitors are also oriented to the trail at visitor contact facilities at the Inner Harbor Visitor Center, the Fell's Point Visitor Center, and at the Fell's Point orientation kiosk/hub (at Thames and Broadway).

CAPTAIN JOHN SMITH CHESAPEAKE NATIONAL HISTORIC TRAIL

In Baltimore, visitors following the Captain John Smith Chesapeake National Historic Trail (Figure 2.2a) experience the trail primarily on the Patapsco River. Following the trail they learn about the natural history of the region, the history of American Indian communities, and the Captain John Smith voyages. The 14 sites in the heritage area that are partners in the Chesapeake Bay Gateways Network are encouraged to develop national trail media and programming.

WASHINGTON-ROCHAMBEAU REVOLUTIONARY ROUTE NATIONAL HISTORIC TRAIL

In Baltimore, visitors following the Washington–Rochambeau Revolutionary Route (Figure 2.2a) learn about the events of the Revolutionary War focusing on the campaign led by Washington and Rochambeau that culminated in the defeat of General Cornwallis at Yorktown, Virginia. Enroute to Yorktown from Rhode Island, the combined American and French forces generally followed the route of present day US 40 into and through downtown Baltimore, following Washington Boulevard south. Wayfinding signage marks the trail along downtown streets in the heritage area.



The Gwynns Falls Trails travels along the Gwynns Falls stream valley and links over 2,000 acres of publicly owned land.

Image: Parks & People Foundation

GWYNNS FALLS TRAIL AND GREENWAY

The Gwynns Falls Trail is a continuous recreation corridor connecting over 30 neighborhoods in west and southwest Baltimore with parklands, cultural resources, and historic landmarks. Beginning at the I-70 eastern terminus and park-and-ride facility near Historic Franklinton, the 15-mile multi-use trail follows the Gwynns Falls stream valley through Gwynns Falls Park, Leakin Park, Leon Day Park, and Solo Gibbs Park, to the Inner Harbor and the Middle Branch of the Patapsco River. An additional ten miles of natural trails offer opportunities for hiking within the 1,200-acre Gwynns Falls/Leakin Park. Development and management of the trail is the product of a public-private partnership composed of the Baltimore City Departments of Recreation and Parks, Planning, Transportation, Public Schools, and Police, the Maryland Department of Natural Resources, the U.S. Department of Transportation, the Trust for Public Land, the Gwynns Falls Trail Council, the Parks & People Foundation, and local volunteers.

JONES FALLS TRAIL AND GREENWAY

The Jones Falls Greenway, first recommended in the 1904 Olmsted report and revisited in the 1961 Greater Baltimore Committee report, is evolving as an historical park through the Jones Falls Valley that links historic mills and other industrial sites, open space, and light rail. Jones Falls Trail is a planned ten-mile long hiking and biking trail within the greenway that will extend from the Inner Harbor to Mount Washington, eventually extending to Robert E. Lee Park in Baltimore County. The trail will connect city neighborhoods with 1,200 acres of open space in the Jones Falls stream valley. Currently, approximately 7.75

miles of asphalt trail have been developed, extending from the Woodberry light rail through Clipper Mill, winding 2.75 miles through Druid Hill Park, crossing Wyman Park Bridge over the Jones Falls River, and going down to Falls Road. Heading south, the trail parallels the river, passing Round Falls and the Baltimore Streetcar Museum before arriving at Penn Station. A 1.1-mile spur will extend along Western Run in Mt. Washington.

PATAPSCO REGIONAL GREENWAY

The Patapsco Regional Greenway is a partially completed regional greenway traversing four counties and ending at Reed Bird Island Park and Cherry Hill Park in Baltimore City. The stream valley corridor is planned as a major ribbon of green providing enhanced water quality, natural and wildlife areas, and public recreation areas. In Baltimore City, the opportunity exists to connect the Patapsco Valley State Park in Anne Arundel County to the Middle Branch Park.

2.5.5 Scenic Byways

CHARLES STREET NATIONAL SCENIC BYWAY

Charles Street National Scenic Byway connects the natural wooded landscapes of Baltimore County near Lutherville with the Inner Harbor in downtown Baltimore (Figure 2.2a). Along this 12-mile stretch of Charles Street are diverse opportunities for travelers to learn about 400 years of history while visiting historic sites and exploring neighborhoods vibrant with art, fashion, culture, and a wide variety of places to dine and shop. Approximately 4.6 miles of the byway are within the heritage area, extending from University Parkway on the north to Wells Street on the south (just north of I-95). From University Parkway to Lee Street on the south the byway is composed of the two-way pair of Charles Street (northbound) and Paul Street (southbound).

The BHAA recently completed a Charles Street Scenic Byway Map/Guide which provides visitors with a map of sites along the entire byway, accompanied by a brief summary of attractions organized by seven neighborhoods along the byway.

HISTORIC NATIONAL ROAD NATIONAL SCENIC BYWAY AND ALL-AMERICAN ROAD

Historic National Road was the nation's first federally-funded interstate highway (Figures 2.2a and c). Opening westward expansion, it became a transportation corridor for the movement of goods and people. The road extends from Baltimore City to western Illinois. Visitors experience 200 years of American history as they visit classic inns, tollhouses, diners, and motels along the route west from Charles Street National Scenic Byway.

Within the heritage area the byway follows Pratt Street (east-bound) and Lombard Street (westbound) for almost two miles), as well as a quarter-mile section on Frederick Road (MD 144), where it crosses the Gwynns Falls Greenway.

STAR-SPANGLED BANNER NATIONAL HISTORIC TRAIL AND SCENIC BYWAY

(See Star-Spangled Banner National Historic Trail and Scenic Byway in Section 2.5.4.)

FALLS ROAD SCENIC BYWAY

Falls Road (MD 25) follows the Jones Falls Valley from north-east Baltimore County to downtown Baltimore (Figure 2.2c). Early settlement in the valley focused on grist and cotton mills powered by the waters of Jones Falls. Goods produced at the mills and elsewhere in the valley were taken into town via the

Falls Road Turnpike, and later the North Central Railroad. Today, the Falls Road corridor remains largely rural, providing easy access to historical and cultural attractions as country landscapes give way to Baltimore's cityscape. Within the heritage area, the byway follows Falls Road from the vicinity of Roosevelt Park into downtown, ending at Maryland Avenue.

2.5.6 Tours

A number of motor coach operators and other organizations provide niche heritage tours within Baltimore City. While there is no single tour that provides a newcomer with an overview of Baltimore's heritage resources in general, many organizations and businesses offer heritage tours in Baltimore.



Throughout the year, numerous community and city-wide events are held in the Charles Street corridor. Each summer the Historic Charles Street Association hosts Let's Eat Charles Street, a food and music festival in the street's north 300 block.

Image: Historic Charles Street Association



The Baltimore Visitor Center, located in the Inner Harbor, provides numerous services to visitors, including ticketing to attractions and transportation.

Image: Visit Baltimore

2.6 Visitor Services and Infrastructure

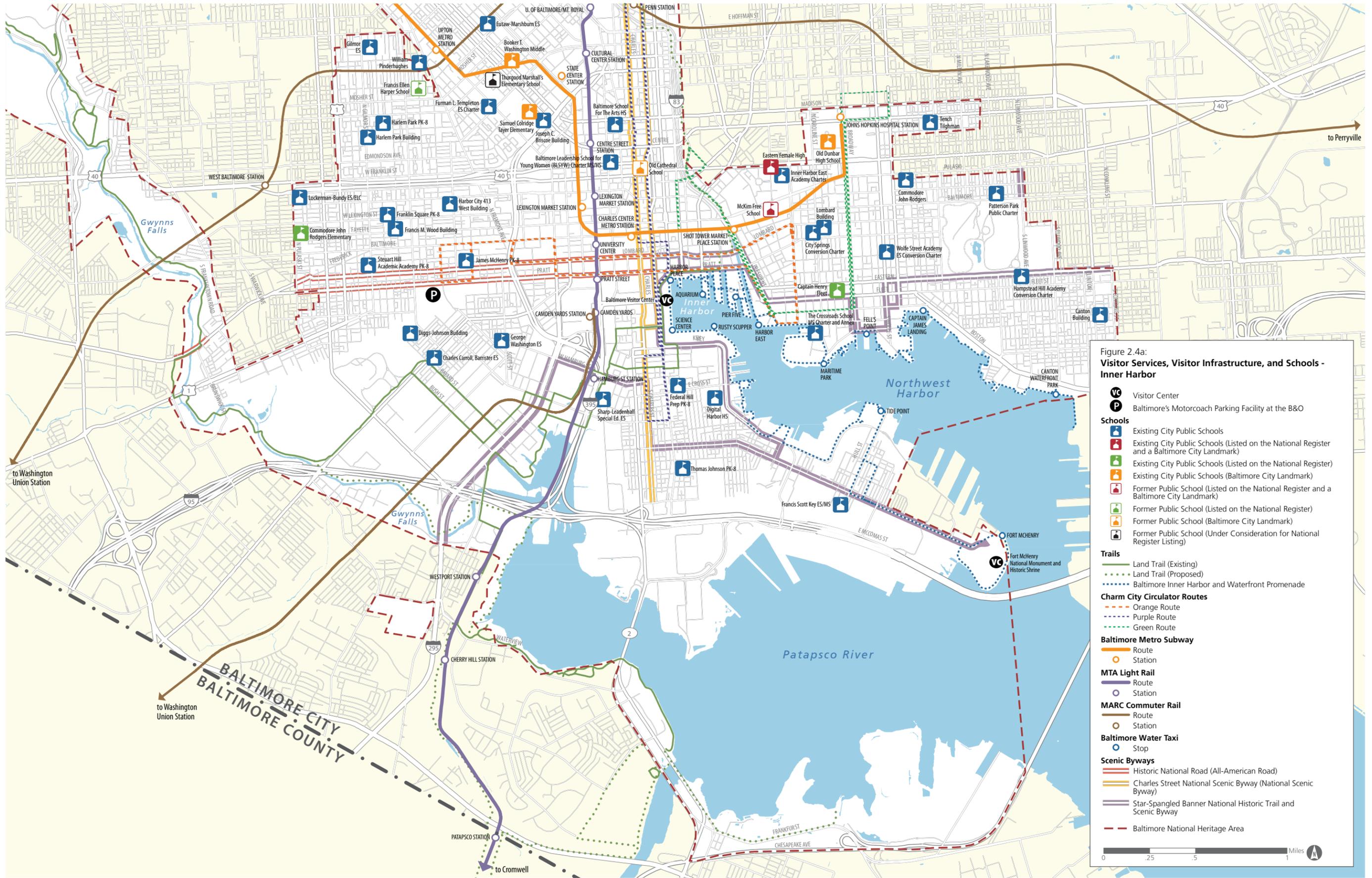
2.6.1 Visitor Orientation and Wayfinding

VISITOR CENTERS

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

Visitor centers at partner sites throughout the heritage area offer information primarily about their site but also make information available for visitors about attractions, recreation opportunities, and special events at other sites. Examples include:

- Fort McHenry National Monument and Historic Shrine Visitor Center (NPS)
- Fell's Point Visitor Center (operated by the Society for the Preservation of Federal Hill and Fell's Point)
- Federal Hill Visitor Center (operated by Federal Hill Main Street)



**Figure 2.4a:
Visitor Services, Visitor Infrastructure, and Schools -
Inner Harbor**

- VC** Visitor Center
- P** Baltimore's Motorcoach Parking Facility at the B&O
- Schools**
 - Existing City Public Schools
 - Existing City Public Schools (Listed on the National Register and a Baltimore City Landmark)
 - Existing City Public Schools (Listed on the National Register)
 - Existing City Public Schools (Baltimore City Landmark)
 - Former Public School (Listed on the National Register and a Baltimore City Landmark)
 - Former Public School (Listed on the National Register)
 - Former Public School (Baltimore City Landmark)
 - Former Public School (Under Consideration for National Register Listing)
- Trails**
 - Land Trail (Existing)
 - Land Trail (Proposed)
 - Baltimore Inner Harbor and Waterfront Promenade
- Charm City Circulator Routes**
 - Orange Route
 - Purple Route
 - Green Route
- Baltimore Metro Subway**
 - Route
 - Station
- MTA Light Rail**
 - Route
 - Station
- MARC Commuter Rail**
 - Route
 - Station
- Baltimore Water Taxi**
 - Stop
- Scenic Byways**
 - Historic National Road (All-American Road)
 - Charles Street National Scenic Byway (National Scenic Byway)
 - Star-Spangled Banner National Historic Trail and Scenic Byway
 - Baltimore National Heritage Area

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Figure 2.4b:
**Visitor Services, Visitor Infrastructure, and Schools -
 Gwynns Falls**

Schools
 Baltimore City Public School

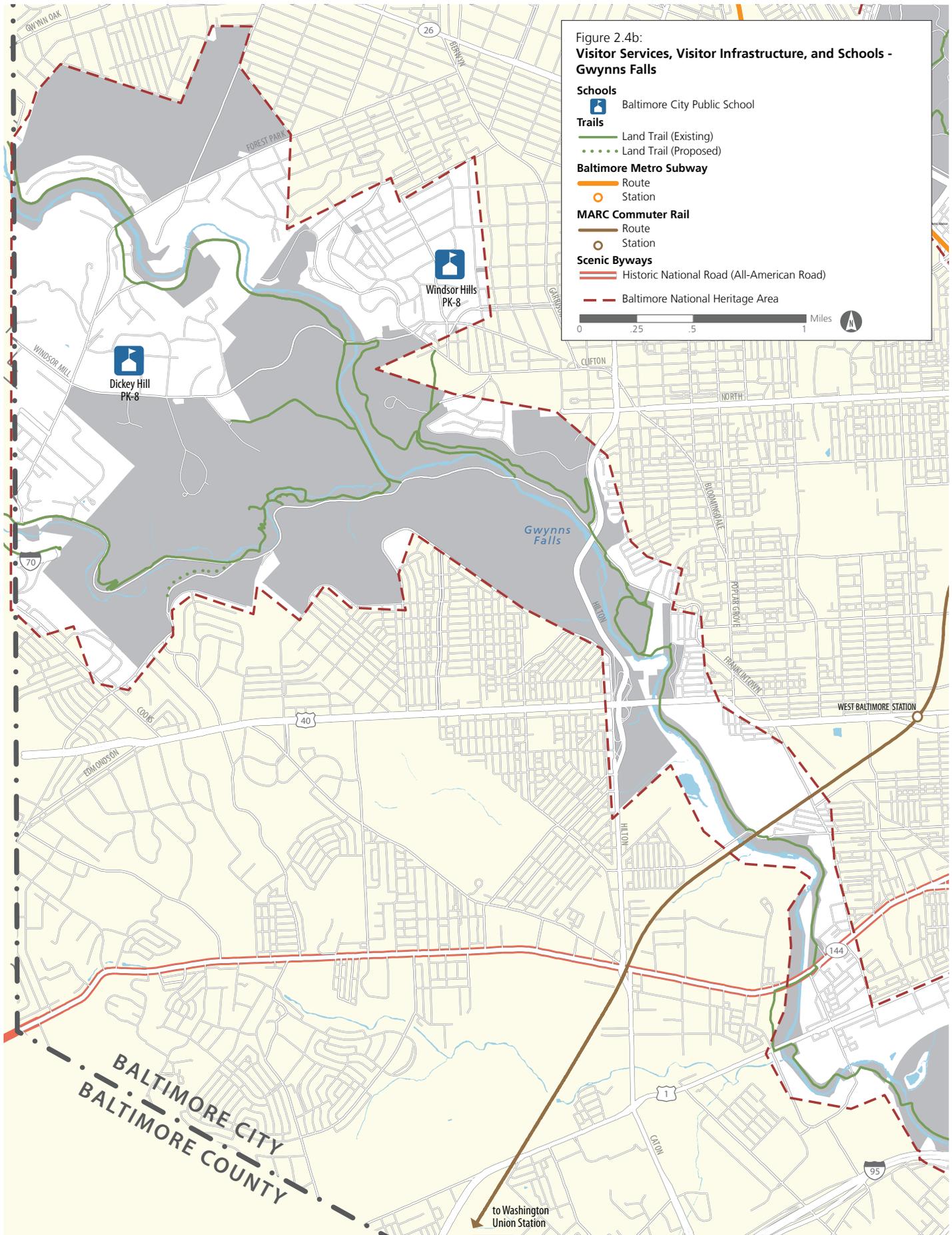
Trails
 Land Trail (Existing)
 Land Trail (Proposed)

Baltimore Metro Subway
 Route
 Station

MARC Commuter Rail
 Route
 Station

Scenic Byways
 Historic National Road (All-American Road)
 Baltimore National Heritage Area

0 0.25 0.5 1 Miles 



to Washington
 Union Station

Figure 2.4c:
Visitor Services, Visitor Infrastructure, and Schools - North Baltimore

Schools

- Existing City Public Schools
- Existing City Public Schools (Listed on the National Register)
- Existing City Public Schools (Baltimore City Landmark)
- Former Public School (Listed on the National Register)
- Former Public School (Baltimore City Landmark)
- Former Public School (Under Consideration for National Register Listing)

Trails

- Land Trail (Existing)
- Land Trail (Proposed)

Charm City Circulator Routes

- Purple Route
- Green Route

Baltimore Metro Subway

- Route
- Station

MTA Light Rail

- Route
- Station

MARC Commuter Rail

- Route
- Station

Scenic Byways

- Charles Street National Scenic Byway (National Scenic Byway)
- Falls Road Scenic Byway (Maryland State Scenic Byway)
- Baltimore National Heritage Area Boundary

0 .25 .5 1 Miles



WAYFINDING

Visit Baltimore Website. The Visit Baltimore website offers an interactive map of Baltimore that provides information on attractions, boat cruises, historic sites, landmarks, sightseeing tours and guest programs, hotels and lodging, dining and nightlife, shopping, parking, and more. Live links to sites are provided, as well as links to make reservations. Visit Baltimore also offers a free mobile app for iPhone, Blackberry, and Android that enables visitors to browse events, attractions, dining, shopping, and more, and to get around town through GPS positioning.

Downtown Partnership of Baltimore Website. The Downtown Partnership website offers visitors and residents current information on transportation conditions and attractions. The Get Around Baltimore page provides current information on congestion alerts, traffic conditions, commuter options, and alternate travel routes. An interactive map provides information on attractions/museums, points of interest, retail/restaurants, transportation, hotels, parking, and office buildings.

Waterfront Partnership of Baltimore Website. The Waterfront Partnership website provides a waterfront walking map that

ties together attractions along the waterfront promenade from Canton to South Baltimore. The website also offers information on transportation options, with maps and links to websites of the partnership's transportation partners such as Bike Baltimore, Baltimore Water Taxi, Charm City Circulator, Maryland Transit Administration (for Metro Subway, buses, commuter trains, and light rail), Baltimore CityCommute (ridesharing program), and parking facilities. Links to waterfront attractions, retailers, and restaurants are also provided.

Visit Maryland Website. The Visit Baltimore website is the official site of the Maryland Office of Tourism. The site provides information regarding sites to see, things to do, places to stay, and places to eat. An interactive map provides information on the state's visitor centers, heritage areas and historic places, scenic byways and driving tours, parks, waterways, trails, lodging, and arts, culture and entertainment attractions. Live links are provided for all mapped features.

Maps and Guides. Activities and programs of the BNHA and its heritage partners enhance wayfinding within the heritage area for visitors and residents. Visit Baltimore, the Baltimore Office of Promotion and the Arts, the Maryland Office of Tourism



The Baltimore Water Taxi is a popular service for city visitors, providing convenient transportation to attractions such as Fell's Point and the National Aquarium. The taxi also operates a free commuter service in coordination with the Charm City Circulator.

Image: Mark Dennis, City of Baltimore

Development, and Star-Spangled 200 provide visitors with wayfinding information through their websites and through brochures.

The Official Guide, Visit Baltimore's magazine-style guide for leisure travelers and convention attendees, highlights what is new and happening in Baltimore and spotlights accommodations, restaurants, and nightlife, museums and attractions, tours, sports, and more. Twice a year 200,000 copies are printed and distributed to travelers in advance of their visit as well as at the Baltimore Visitor Center and state welcome centers, hotels, and other high-traffic areas.

BHAA, individual heritage sites, and some Main Street neighborhoods also provide visitors with wayfinding information through their websites and at their sites.

A variety of maps are available to help visitors and residents navigate among attractions within the heritage area, such as:

- Chesapeake Bay Gateways in Baltimore (by BHAA)
- Baltimore's Star-Spangled Trails (by BHAA)
- Historic Sites and Museums of Baltimore (by Greater Baltimore History Alliance)
- Charles Street Map and Guide (by BHAA)
- Mount Vernon Walking Map (by the Mount Vernon Place Conservancy)
- Little Italy Walking Map

Also commonly available at visitor centers and racks in hotels, restaurants, and other attractions is the *Where* map for Baltimore.

Downtown Baltimore Pedestrian Sign System. To help visitors and residents discover and navigate the downtown area, the Downtown Partnership and the Baltimore City Department of Transportation have collaborated over the past ten years to develop and install pedestrian signage in downtown neighborhoods. The project originated in the Mount Vernon Cultural District. The clear directional signs, helpful maps, and color coding proved so effective that the system is being adopted throughout the area, neighborhood by neighborhood. BHAA has participated in the program, coordinating some signage installations—most recently in the Fell's Point neighborhood.

Downtown Baltimore Guides. Downtown Baltimore Guides, sponsored by the Downtown Partnership, are stationed in the downtown area. Among their functions is to provide directions to visitors and residents.



Baltimore has numerous accommodation facilities, ranging from modest bed-and-breakfast sites to more luxurious hotels like the Hotel Monaco. Once the headquarters for the B&O Railroad, the grand structure at Baltimore and Charles streets contains medical and business offices as well as the premium hotel.

Image: Kimpton Hotels

2.6.2 Accommodations and Meeting Support Facilities

ACCOMMODATIONS

Baltimore City compares well to national trends in hotel performance. In 2011, the total hotel inventory in the city rose by 0.8 percent to an aggregate of 9,742 rooms available for guests at the end of the year (Smith Travel Research). Rooms under construction and planned new hotel development will continue to add inventory to the city. Hotel occupancy in Baltimore City was 62.3 percent in 2011 (2.2% over 2010) and the average daily room rate was \$138.48 (0.6% over 2010). By comparison, nationwide hotel occupancy in 2011 was 60.1 percent and the average daily room rate was \$101.64.

MEETING AND CONVENTION SELECTION FACTORS

According to a biennial Watkins survey of meeting planners in late 2011, Baltimore ranked number 16 as a “great all-around convention city.” The city received average to high ratings in the evaluation and selection factors for meetings, placing in the top quartile in terms of having hotels that are well suited for large meetings, ease of arrival, accessibility within the city, all around characteristics of a convention city, and a superior destination marketing organization. In general, there was an improving perception of the city's location, convention center services, Visit Baltimore, and the overall convention package. The perception of safety remains an issue.

Independent analysis has revealed that an expanded Baltimore Convention Center would be feasible and would bring increased tax revenue, increased jobs and increased employment opportunities (Visit Baltimore 2012). Based on these results, the Maryland legislature approved a \$2.5 million grant to assist in preliminary design of an expanded facility. Visit Baltimore feels that this project is crucial to growing the tourism industry in Baltimore (Visit Baltimore 2012).

2.6.3 Accessibility and Transportation

The success of heritage tourism in Baltimore relies on a viable transportation system that provides options and creates accessibility to attractions and visitor services. Successful heritage areas prove to be those where visitors are able to move about easily—whether by automobile, bicycle, foot, rail, or boat—and to make use of public transit. Over the past decade, Baltimore has made investments in the transportation system that have greatly enhanced accessibility within the heritage area and connectivity to the heritage area.

REGIONAL ACCESS

I-83, I-95, and the Baltimore-Washington Parkway are the major roads into Baltimore. Although these roads are congested during rush hours, they provide good access at times when most tourists plan to arrive and depart from the city. Baltimore-Washington International Thurgood Marshall Airport (BWI) is a major airport within 15 minutes of the city. A light rail connection provides convenient ground transportation between BWI Airport and Baltimore. AMTRAK provides frequent rail access to downtown throughout the day from locations in the mid-Atlantic and northeast regions.

PARKING

Baltimore is a convenient weekend or day-trip from many locations within the mid-Atlantic region, so providing for visitors' automobiles is important. Convenient and affordable off-street parking, where possible, is essential and must coordinate with mass transit solutions and the preservation of heritage resources. Parking at attractions and historic sites is variable, sometimes adequate and easily accessed, and frequently not available or difficult to find.

MARC TRAIN

Maryland Area Regional Commuter (MARC) trains offer convenient and affordable travel on weekdays between Baltimore and Washington, DC. Service is available on the Camden Line between Downtown Baltimore (Camden Station) and Washington, DC. (Union Station) and on the Penn Line between Perryville, MD, via Downtown Baltimore (Penn Station) and Washington, DC (Union Station) (Figure 2.4a). Service on both lines is limited to weekdays.

LIGHT RAIL

The 29.5-mile, 33-stop Light Rail runs north/south from Hunt Valley in Baltimore County, to Downtown Baltimore, past Oriole Park at Camden Yards and M&T Bank Stadium, to Cromwell Station/Glen Burnie in Anne Arundel County (Figures 2.4a, b and c). Light rail also connects with BWI

Thurgood Marshall Airport and Amtrak's Penn Station in Baltimore City. Hours of operation are Monday to Saturday 6 am to 11 pm and Sundays/holidays 11 am to 7 pm. Service frequency on weekdays is relatively slow, generally 20 minutes during the morning and afternoon peak hours, and 30 minutes during the off-peak midday and evening hours. Service frequency on weekends and holidays is 30 minutes throughout the day. Travel times are hindered by on-street operation in most locations.

METRO SUBWAY

The 15.5-mile, 14-station Metro Subway travels from Owings Mills, through Downtown Baltimore to Johns Hopkins Hospital. Hours of operation are Monday to Friday 5 am to midnight and Saturdays, Sundays, and holidays 6 am to midnight. The Charles Center East and Lexington Market East station entrances close at 8 pm daily. Service frequency on weekdays is 8 to 10 minutes during the day, every 11 minutes weekdays during evenings, and every 15 minutes on Saturdays, Sundays, and holidays.

CHARM CITY CIRCULATOR

The Charm City Circulator—advertised as fast, friendly, free—is fleet of 21 bus shuttles that travel four routes in Baltimore City (largely within the heritage area), offering free transportation to residents, downtown employees, students, and tourists (Figure 2.4a). The shuttle is sponsored by the city and several partners and is intended to reduce congestion and greenhouse gas pollution by offering a convenient, reliable, and eco-friendly form of public transportation. The Green Route runs from City Hall to Fell's Point to Johns Hopkins. The purple route runs from Penn Station to Federal Hill. The orange route runs from Hollins Market to Harbor East. The Banner Route runs from the Inner Harbor to Fort McHenry National Monument and Historic Shrine. A shuttle arrives every 15 minutes at designated stops on each route.



An initiative of the city of Baltimore, the Charm City Circulator is a free bus service using 21 shuttles traveling four routes in the city.

Image: Charm City Circulator



Bike Baltimore is an initiative of the Baltimore City Department of Transportation, the agency tasked with implementation of the Baltimore's Bicycle Master Plan. Creating cycling lanes is one component of the plan; these lanes along Fort Avenue provide a safe cycling route to Fort McHenry National Monument and Historic Shrine.

Image: Bike Baltimore/Baltimore City Department of Transportation

BIKE BALTIMORE

Bike Baltimore is a major initiative of the Baltimore City Department of Transportation to make bicycling safer and more enjoyable. It began in 2006 with completion of the Bicycle Master Plan (Baltimore City 2006a). Since then, Baltimore has installed 42 on-street bike lanes throughout the city and planning is underway to add more each year. The Gwynns Falls Trail, the Jones Falls Trail and the Waterfront Promenade are multi-use trails within the heritage area that are designed to accommodate bicycles. When proposed expansions to the city's network of multi-use trails are completed, the city's three greenways will be connected to waterfront areas along the Inner Harbor and along the Patapsco River and to other attractions within the heritage area, such as Fort McHenry NMHS and the B&O Museum.

HARBOR CONNECTOR AND BALTIMORE WATER TAXI

The free Harbor Connector water taxi (part of the Charm City Circulator program) serves Canton Waterfront Park, Tide Point, and Maritime Park, running Monday to Friday from 7:00 am to 7:00 pm. The Baltimore Water Taxi serves Canton, Fell's Point, Harbor East, the Inner Harbor, and Fort McHenry NMHS, running seven days a week with variable hours, depending on the time of year.

MOTORCOACH PARKING

To better accommodate bus tours, in June 2012 Baltimore City in collaboration with the Parking Authority of Baltimore and Visitor Baltimore, opened a motorcoach parking facility on James Street in Downtown Baltimore. The facility is located along the Charm City Circulator which provides free bus service throughout much of the downtown area. It has a staffed service desk, lighting and security fencing, a lounge for bus drivers, and a pump-out station. Drivers are offered free admission to the adjacent B&O Railroad Museum.

3 Heritage Area Initiatives

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Heritage Area Initiatives **3**



The Carroll Mansion is a star attraction along Heritage Walk, an urban heritage trail that connects the Inner Harbor, Jonestown, and Little Italy. Image: Sue Izard, BHAA

3.1 Itineraries

3.1.1 Heritage Trails

In 2003, the heritage area initiated a program to develop urban heritage trails throughout many of the city's historic neighborhoods. Loosely patterned on Boston's Freedom Walk, the heritage trails are designed to encourage heritage tourism in less-traveled-yet historically vibrant-neighborhoods. Heritage Walk, the first urban heritage trail, opened in 2005. Since then, the heritage area has established three additional trails: Mount Vernon Cultural Walk, Pennsylvania Avenue Heritage Trail, and Historic Fell's Point Heritage Trail. Two additional heritage trails are slated for development by 2017.

HERITAGE WALK (2005)

Heritage Walk is a 3.2-mile walking trail through four distinct neighborhoods: the Inner Harbor, Little Italy, Historic Jonestown, and the city's central business district. The trail connects 20 historic sites and museums, including the USS

Constellation, Flag House and Star-Spangled Banner Museum, Reginald Lewis Museum of Maryland African American History and Culture, and Jewish Museum of Maryland. The thematic interpretation of the walk focuses on the early development of Baltimore and the role of immigrants in shaping the city. The trail route is marked with distinctive disks embedded in the sidewalk at 20-foot intervals. Ten interpretive panels along the route provide historic context and orientation. During the tourism season (April-October), heritage area "urban rangers" provide guided tours. A map/guide brochure, available at the Inner Harbor Visitor Center, allows for self-guided touring.

MOUNT VERNON CULTURAL WALK (2008)

The three-mile Cultural Walk connects 24 historic sites and museums along the Charles Street corridor. Starting at the Inner Harbor the trail route winds through the city center (the central business district) and heads north along Charles Street through the Cathedral Hill and Mount Vernon neighborhoods. The thematic interpretation of the Cultural Walk focuses on

Baltimore's history in the late 19th and 20th centuries and emphasizes architecture. Major attractions along the walk include the Baltimore Basilica, Walters Art Museum, and Baltimore's Washington Monument. Seventeen interpretive panels along the route provide historic context and orientation. During the tourism season (April-October), heritage area urban rangers provide guided tours, and a map/guide brochure allows for self-guided touring.

PENNSYLVANIA AVENUE HERITAGE TRAIL (2010)

Approximately two miles in length, the Pennsylvania Avenue Heritage Trail explores the community, civil rights legacy, and famous residents of historically African American neighborhoods in Old West Baltimore: Bolton Hill, Marble Hill, and Upton. Major attractions along the trail include a number of historic churches (Union Baptist, Sharp Street Memorial, Bethel AME, and Douglas Memorial), the home (and future museum) of civil rights leader Lillie Carroll Jackson, and Supreme Court Justice Thurgood Marshall's elementary school. Fourteen interpretive panels along the route provide historic context and orientation. Heritage area urban rangers provide guided tours by appointment, and a map/guide brochure allows for self-guided touring. A unique website, www.pennsylvaniaavenuebaltimore.com, promotes the trail and contains information on the route and sites.

HISTORIC FELL'S POINT HERITAGE TRAIL (2011)

Fell's Point is one of the city's oldest neighborhoods, tracing its history to the mid-1700s. The four-mile heritage trail winds along waterfront promenades and narrow streets, exploring maritime history, the defense of Baltimore during the War of 1812, and the people who made the deep-water shipbuilding center their home. Attractions along the trail include the Isaac Myers-Frederick Douglass Maritime Park and Museum, the childhood home of singer Billie Holiday, and one of the oldest residences in Baltimore. Heritage area urban rangers provide guided tours during the tourism season, and a map/guide brochure allows for self-guided touring. Interpretive panels for the trail are slated for installation in 2013.

FUTURE URBAN HERITAGE TRAILS

By 2017 the BHAA expects to develop two additional urban heritage trails. The Market Center Heritage Trail will explore the west side of the city center, once the city's premier shopping district and now the focus of a state-designated arts and entertainment district. The Federal Hill/Sharp-Leadenhall Heritage Trail will weave through three distinctive neighborhoods which

lie just south of the Inner Harbor. The project also involves shoreline cleanup, restoration, tree and marsh plantings, and educational signage. The project has been a cooperative effort between public agencies and private enterprises.

3.1.2 GPS Ranger® Self-Guiding Tours

In 2010 BHAA staff, working with Austin, Texas-based BarZ Adventures, started development of a series of multimedia GPS tours to augment three urban heritage trails and the Charles Street National Scenic Byway. Tours are delivered through the GPS Ranger®, a handheld computer device that delivers full-color video, audio commentary, music soundtrack, and historical photography. Interactive maps and direction prompts keep visitors on track, and interpretive videos trigger automatically based on a visitor's location. The GPS Ranger® system allows the flexibility to stop, shop, take pictures, or explore off the tour path.

GPS Ranger® tours are available for three of the heritage area's urban heritage trails: Mount Vernon Cultural Walk, the Pennsylvania Avenue Heritage Trail, and the Historic Fell's Point Trail. A driving tour of the entire 12-mile Charles Street National Scenic Byway is also available.

The components of the GPS Ranger® system were installed at the Baltimore Visitor Center in spring 2012. System testing began shortly after installation and the full-launch of the system occurred in 2013.

3.1.3 Urban Ranger-Led Tours

In 2005 the heritage area initiated its urban rangers program with grant support from MHAA and Baltimore City. Trained rangers offer guided walking tours along the Heritage Walk, Mount Vernon Cultural Walk, and Historic Fell's Point Trail at regular times during spring, summer, and fall; tours are offered by reservation during other times of the year depending upon the level of interest. Pennsylvania Avenue Heritage Trail tours are available by appointment. Tickets are sold at the Baltimore Visitor Center and on the Visit Baltimore web site. They depart from the Baltimore Visitor Center or the Fell's Point Visitor Center. Tours are generally limited to maintain a ratio of one urban ranger to 15 visitors. During the 2012 tourism season (April-October), fifteen urban rangers offered guided retail walking tours to 664 people and group tours to 784 people.



The Baltimore Heritage Area Association is an active partner with the city and the Maryland War of 1812 Bicentennial Commission to help bring to life bicentennial events in Baltimore.

Image: Jason Vaughan, BHAA

3.2 1812 Programming

BHAA is an official partner of the Maryland Star-Spangled 200, the state's bicentennial coordinating entity. In that role BHAA has assisted with planning and hosting of many bicentennial celebration events and programs, coordinating the participation in 1812 programming by many heritage area partners. BHAA will continue in this role through 2015 when the celebration concludes. After 2015 BHAA will coordinate various programs and events that will continue as War of 1812 celebration legacy projects.

3.2.1 1812 Special Events

STAR-SPANGLED SAILABRATION

The Star-Spangled Sailabration—from June 13 to 19, 2012—launched the national celebration of the Bicentennial of the War of 1812 and the writing of “The Star-Spangled Banner.” The Sailabration was an international parade of more than 40 tall ships and naval vessels. The event featured free tours of ships, waterside festivities, an airshow featuring the U.S. Navy’s Blue Angels, and the world-premiere of “Overture for 2012,” composed by Phillip Glass.

BHAA served as the city’s lead coordinator for the U.S. Navy’s community relation activities. Eleven sites across the city welcomed military personnel (U.S. Navy, U.S. Marines, U.S. Coast Guard, and U.S. Naval Academy midshipmen) in volunteer activities, often with additional support from neighbors and others interested in providing a helping hand. More than 400 military and 125 civilian volunteers participated in the projects, which ranged from preparing nutritious meals for those in need (Meals on Wheels of Central Maryland) to planting nearly 2,000 plants at the Rawlings Conservatory in Druid Hill Park. Navy personnel and local volunteers created community gardens in Charles Village and Westport, assisted Civic Works in restoration work at Clifton Mansion, and helped the Preservation Society of Federal Hill and Fell’s Point conserve its archival records documenting the War of 1812. The Baltimore National Heritage Area worked with both local and national businesses to provide snacks or cater lunches for the Navy and civilian volunteers and gathered more than \$8,400 in food donations.

BNHA also worked with ESSKAY, Smithfield Foods, Shoppers Food and Pharmacy, and the United Food and Commercial Workers Union to donate 30,000 pounds of food to the Maryland Food Bank in honor of the U.S. Navy’s volunteer activities in Baltimore.

PATTERSON PARK LUMINARY

Patterson Park Luminary is a planned 1812 event that will commemorate the actions of the 15,000 people who participated in the defense of Baltimore. Fifteen thousand luminaries will be lit in the park over a weekend period. BHAA will host the event in partnership with the American Flag Foundation.

STAR-SPANGLED SPECTACULAR

BHAA will be an active partner with Star-Spangled 200 and Fort McHenry National Monument and Historic Shrine in planning and coordinating the Star-Spangled Spectacular in September 2014. This event will commemorate and celebrate the successful defense of Baltimore in September 1814.

3.2.2 1812 Educational Programming

BHAA served as the lead coordinator for the city's efforts in education activities geared toward the War of 1812 Bicentennial. The BNHA War of 1812 Bicentennial Education Committee organized various programs and events to engage and educate the public, teachers, and students about the War of 1812 and the writing of the song that would later become the National Anthem. BHAA has assisted with school fieldtrips to Fort McHenry and other War of 1812 sites through a MHAA grant for buses and trips.

TEACHER'S RESOURCE GUIDE

Defense of a Nation: Maryland's Role in the War of 1812

teacher's resource guide helps educators throughout the state teach the role of Baltimore and Maryland in the War of 1812. It serves as a single-source text and reference for conducting classroom history lessons. The guide was distributed to social studies educators and school libraries. It provides information and resources on the major players in the war, major battles, direct quotes from eyewitnesses, and a wide variety of Internet resources. Teacher workshops were provided to assist teachers with using the curriculum. Curriculum users are encouraged to take advantage of the 1812 Virtual Resource Center created by Fort McHenry National Monument and Historic Shrine and the Living Classrooms Foundation, in partnership with Maryland Public Television. The teacher's resource guide is available to the general public at the 1812 Virtual Resource Center accessible through Maryland Public Television's Thinkport (www.thinkport.org). While the program was developed explicitly for use during the 2012 to 2015 bicentennial celebration period, it is expected to continue as a War of 1812 legacy project after 2015.

The guide was developed by the BNHA War of 1812 Bicentennial Education Committee with the financial and production support of the American Flag Foundation, the Baltimore National Heritage Area, the NPS, the Friends of Fort McHenry, the Maryland Historical Society, and the Maryland Humanities Council.

WAR OF 1812 BICENTENNIAL CELEBRATION PASSPORT AND COIN

In June 2012 BHAA released the War of 1812 Bicentennial Passport to encourage visitors of all ages to experience the War of 1812 Bicentennial. Participating tall ships, gray hulls (U.S. and foreign naval vessels), and historic sites validate the passport with a stamp as a keepsake of the places people have visited. The passport is free and available at many 1812 sites, attractions, and events in and around Baltimore. The passport was made possible through the generosity of The Dorothy L. and Henry A. Rosenberg, Jr. Foundation, and was created by the Education Committee with support of The American Flag Foundation, Inc. and the Maryland Historical Society. Approximately 20,000 passports were printed and most were distributed during the Sailabration and within six months following the Sailabration (see above). Additional passports will be printed to continue the program throughout the bicentennial period and beyond as a legacy project.

Once visitors receive a specific number of stamps on their passport, they will be able to receive a heritage area War of 1812 Bicentennial Coin as a reward.

BATTLE OF BALTIMORE LAND AND WATER REENACTMENT

On October 9, 2012 a land and sea reenactment of the Battle of Baltimore occurred at Fort McHenry National Monument and Historic Shrine. On the water, schooners—including the *Pride of Baltimore II*—represented the British fleet and symbolically bombed Fort McHenry. The cannons of the fort responded. Baltimore City school students on board the schooners learned about the Chesapeake Bay and causes of the War of 1812, Battle of North Point, Francis Scott Key, and the Battle of Baltimore. On land, student choirs and bands performed patriotic songs. The public was invited to join the event. The BHAA was a sponsor along with the War of 1812 Committee, Moran Tugs, Friends of Fort McHenry, NPS, Maryland Pilots Association, American Flag Foundation, and the Baltimore City Public School Department of Visual and Performing Arts. The reenactment will occur annually in October through 2015 during the War of 1812 Celebration period. It could continue beyond that time as a War of 1812 legacy project.



A War of 1812 traveling exhibit, seen here set up in the rotunda of Baltimore City Hall, was developed by the heritage area and the Preservation Society of Federal Hill and Fell's Point.

Image: Mark Dennis, City of Baltimore

1812 FASHION SHOW

In 2012 the BNHA War of 1812 Bicentennial Education Committee launched a new event that will occur again in 2013 and 2014 as part of its War of 1812 programming. The inaugural Fabulous Fashions of 1812 Fashion Show and Tea featured the fashion and food of 1812 and was attended by approximately 60 people. Fort McHenry living history reenactors and volunteers modeled clothes and military apparel. Tea service with 1812-inspired hors d'oeuvres and desserts were prepared and passed by students of the National Academy Foundation's Culinary Arts Program. Students from the Baltimore School for the Arts created 1812-inspired fashion illustrations. NPS rangers from Fort McHenry National Monument and Historic Shrine answered audience questions.

The event was financed in part with MHAA funds and through donations of food by corporate sponsors. Other heritage area partners contributed time to help organize and advertise the event. Following the commemorative period the event could continue if interest continues.

3.2.3 War of 1812 Traveling Exhibit

BHAA in partnership with the Society for the Preservation of Federal Hill and Fell's Point developed a War of 1812 traveling exhibit with funding from the NPS Chesapeake Bay Gateways and Watertrails Network and the MHAA. "Defense of the Nation: Maryland in the War of 1812" is a free traveling exhibit available to museums, libraries, and historical sites. The exhibit offers the opportunity to experience the Chesapeake Campaign of the War of 1812. Two copies of the exhibit were created: one to circulate in Baltimore and one to circulate throughout the state. It is composed of two serpentine "wave" panels, each 10 feet long. Holders attached to the display hold brochures and rack cards that contain information on how to experience the bicentennial in Baltimore and the Chesapeake region. Also included is a six-foot tall soldier/sailor stand, incorporating a video display of 1812 reenactors at Fort McHenry.

3.3 Charles Street National Scenic Byway Management, Products, and Marketing

BHAA has assisted Baltimore City with managing the Charles Street National Scenic Byway since its designation as a state scenic byway in 2006. During the heritage area's management of the byway, the Federal Highway Administration's National Scenic Byway program has awarded more than \$200,000 to fund projects to promote awareness of the byway, its historic resources, and its potential as a destination for heritage tourism travelers. The grant money, matched with funding from the Maryland Heritage Areas Authority and staff resources from the heritage area, has supported numerous projects and initiatives of the BHAA and its partners. In the future BHAA will continue to assist the city with managing portions of the byway within the national heritage area.

3.3.1 Charles Street National Scenic Byway Designation

Official designation of the Charles Street National Scenic Byway occurred on October 19, 2009. The heritage area coordinated the work required to secure the national scenic byway designation. This included collaboration with the Maryland Scenic Byway Program and a team of contractors to develop the *Charles Street Byway Management Plan* (MSHA 2006), followed by preparation of the application to the National Scenic Byway Program for designation as a national scenic byway in December 2008.

3.3.2 Charles Street National Scenic Byway Map and Guide

The Charles Street National Scenic Byway map and guide provides orientation to the Charles Street corridor. The guide divides the corridor into seven sections, each with a narrative and photography that highlights sights and attractions. More than 100 heritage resource sites are identified. The map and guide is available on Charm City Circulator buses and at the Baltimore Visitor Center and Maryland Welcome Centers. BHAA printed 100,000 copies of the guide, of which approximately 30,000 have been distributed on Circulator buses since late 2011. Live Baltimore, an organization that works to attract new residents to the city, distributes the guide in its information packets. The map and guide cost \$23,090, made available through national scenic byway grant funding and BHAA operating funds.



With funding from the America's Scenic Byway Program, the heritage area launched a marketing campaign to build awareness in the designation of Charles Street as a National Scenic Byway.

Image: Jason Vaughan, BHAA

3.3.3 Charles Street National Scenic Byway Marketing Campaign

BHAA has coordinated recent marketing efforts to build community familiarity and recognition of the Charles Street National Scenic Byway. During the summer of 2011, BHAA launched a transportation-based marketing campaign to promote awareness of the byway. The campaign involved a branded Charm City Circulator bus with the tag line "Not Your Ordinary Scenic Byway." Designed to run over a one-year period, the campaign used bright, colorful designs and contemporary professional photography to highlight the diversity of experiences and places along Charles Street. The marketing campaign cost \$50,000, made available through national scenic byway grant funding and BHAA operating funds.

3.3.4 Technical Assistance to Partners for Byway Grants

BHAA has assisted several heritage partners with successful applications for byway grant funding. In 2011 partners who received assistance included the Downtown Partnership of Baltimore, Charles Street Development Corporation, Midtown Community Benefits District, Mount Vernon Conservancy, NPS, and the Society for the Preservation of Fell's Point and Federal Hill. If and when byway grant funding again becomes available, BHAA will resume offering technical assistance to partners to secure grants from the byway program for projects in the Charles Street National Scenic Byway corridor within the heritage area.

3.4 Grant Programs

3.4.1 Small Cap Grant Program

Since 2004, BHAA has provided small capital grant funding for projects supporting heritage tourism within the boundaries of the heritage area. The Small Cap Grant Program provides small but strategic investments in heritage tourism capital projects. Eligible projects must be identified in and consistent with the strategies and actions outlined in the 2001 *Baltimore City Heritage Area Management Action Plan* (MAP) and the 2007 MAP update. Eligible applicants are non-profit organizations in good standing with the Maryland Department of Assessments and Taxation, qualified to do business in Maryland, and have the legal capacity and authority to incur obligations involved under the grant program.

The grants are made as one-time awards and not for ongoing projects or activities. Capital projects assisted include acquisition, development, preservation, and restoration. Project activity must conform to the Secretary of the Interior's Standards for the

Treatment of Historic Properties. Grants must be matched in cash in an amount at least equal to the grant.

The grants are funded through Baltimore City CIP funds or voter-approved bonds. Since 2004, more than \$1.1 million in funds have been awarded. (Note: Funding was not available for awards in 2011.)

Table 3.1 BHAA Small Cap Grant Program – Grants Awarded 2004 through 2012¹

Year	Projects	Grant Amount/Year
2004	7	\$150,000
2005	7	\$100,000
2006	12	\$200,000
2007	13	\$225,000
2008	7	\$50,000
2009	13	\$204,000
2010	11	\$100,000
2012	8	\$75,000
TOTAL	78	\$1,104,000

¹Small cap grants were not awarded in 2011.



Two B&O Railroad Museum Restoration Shop craftsmen fabricate a piece of the smokestack for the B&O #305 Davis Camel locomotive, one of two surviving "camel" type engines in the world. The restoration of this locomotive, as well as the seven other extremely important steam engines, was needed after the B&O Railroad Museum's roundhouse roof collapse in 2003. Partial funding for the restoration came from the City of Baltimore through the BHAA Small Capital Grant Fund.

Image: B&O Railroad Museum

3.4.2 Heritage Area Mini-Grant Program

In 2005, BHAA awarded \$10,000 in grants to fund programming and projects that advanced the goals of the heritage area identified in the 2001 Baltimore City Heritage Area Management Action Plan. Applicants had to be non-profit organizations, and eligible projects included:

- activities to expand organizational capacity to undertake new initiatives (e.g., hiring a grant writer)
- cultural heritage projects which result in interpretive programming, information dissemination through marketing and communications, heritage resource history (National Register of Historic Places nomination), or capital projects
- archive/collection inventory or conservation

The maximum grant amount was \$1,000. Applicant organizations with annual operating budgets in excess of \$50,000 were required to supply a cash match in an amount at least equal to the grant.

Eleven awards were made and matched by over \$120,000.

Projects awarded included:

- audience development initiative by a historic African American theater
- stabilization of photo negatives in the collection of a small museum
- production of a four-part educational series on the history of jazz music
- hiring of grant writers

3.5 Authentic Baltimore Program

The goal of Authentic Baltimore is to share the city's best-kept secrets, giving visitors access to experiences usually only discovered by locals in Baltimore's neighborhoods beyond the Inner Harbor. The Authentic Baltimore Program certifies resources that authentically convey the heritage of Baltimore. The certification facilitates trip planning by helping visitors and local residents identify and find the city's authentic restaurants, hotels, museums, and festivals. Information on the program is made available to the public by BHAA on the www.authenticbaltimore.org web site and via a printed brochure (that is periodically updated as new resources are certified as Authentic Baltimore and as funding permits).

An authentic resource is defined as a site, service, or event which reflects Baltimore's heritage by retaining features which existed during its period of significance, and by demonstrating an association with historic events, persons, architecture, engineering, or technology. Heritage sites are either sites (such as a landscape, streetscape, building, or structure which has played a first-hand role in Baltimore's heritage) or museums (gallery-based institutions which maintain exhibits, displays, or collections). Heritage services include research facilities, tours, lodging, or dining. Heritage events are either interpretive (a staged activity designed to be educational) or traditional (a commonplace activity whose importance is widely recognized by a community that it represents). It is not necessary for a site, service, or event to retain all



The Authentic Baltimore program recognizes attractions, shops, restaurants, and accommodations that provide visitors with experiences unique to the city. Set in a restored 1798 home, Rachael's Dowry Bed and Breakfast in the Ridgely's Delight neighborhood is a short walk from the Inner Harbor and sites such as the Sports Legends Museum and Lexington Market.

Image: Rachael's Dowry Bed and Breakfast

of the features which it had during its period of significance, but it must retain enough of those features to present a clear picture of local heritage.

Parties interested in participating in the Authentic Baltimore Program must apply for certification by BHAA. At the end of 2012 approximately 60 resources within the heritage area were certified as Authentic Baltimore. The current list of authentic resources can be found on the Authentic Baltimore web site.

Many benefits accrue to resources designated as Authentic Baltimore. Foremost they receive branding as part of the “real Baltimore story.” Certified resources are entitled to use the Authentic Baltimore logo in all advertising materials and are supplied with their choice of window decals, banners, or table top signs to use on site. When the logo is used on site and in promotions, it enables visitors to determine places to visit, shop, eat, and experience when they want to get in touch with the real Baltimore. Resources also receive technical assistance from BHAA staff to aid in meeting program guidelines, interpretation, and maintaining certification.

3.6 Other Public Programming

3.6.1 “History Happy Hours”

In 2012 BHAA initiated History Happy Hours, a new educational program for history buffs, heritage partners, and others. Happy hours are hosted by local restaurants and are open to the public, with free and discounted food and drinks provided by the host restaurant and local businesses. Local historians, artists, photographers, and others with interesting stories to tell about Baltimore’s heritage provide a brief talk and answer questions. Events are advertised on city and partner web sites and through an email blast to the BHAA mailing list. Four happy hours were hosted in 2012, attended by 15 to 30 people. BHAA plans to host future happy hours on a monthly to bimonthly basis, depending on the time of year.

3.6.2 “It’s More Than History” Lecture Series

In 2011 BHAA launched a brown bag lecture series showcasing Baltimore’s history and its personalities. Lectures on diverse topics are offered by local historians, and are generally tied to themes related to Women’s History Month and Black History Month. Approximately two lectures are presented per month from February through April. Held at Baltimore City Hall, the lectures target city employees but are open to the public. Invitations are extended to employees through the city hall calendar and on a poster in the city hall rotunda. Attendance at lectures in 2011 and 2012 ranged from 20 to 120.

3.7 Baltimore Tour Guide Training and Certification Program

BHAA’s tour guide training and certification program ensures consistency of interpretation and professionalism for tour guides providing services within the heritage area. Training provides guides with the baseline of historical information for the heritage area ensuring accuracy of the history shared with visitors and communicates best practices in guiding techniques and historic interpretation. It also provides continuing training for the heritage area’s urban rangers.

Training consists of a full-day training program targeted to both tour operators and independent guides. The morning session (approximately four hours) covers basics of Baltimore history and geography, focusing on the significant events, noted residents, and the city’s iconic architecture. All interpretive themes and subthemes are addressed. The afternoon session is presented as a field trip; instructors share best practices in guiding techniques while pointing out historic sites reflecting the diversity of Baltimore’s heritage. Support for the initial program came from a grant from the National Park Foundation, with much of the funding used to provide scholarships. In 2012 three training sessions occurred, each attended by 40 regional professional tour guides.



City officials cut the ribbon for the rededication of President Street Station as a city landmark. The station, the oldest located in an urban setting, houses the Baltimore Civil War Museum.

Image: Sue Izard/BHAA

3.8 Civil War Programming

BHAA managed Baltimore's kick-off to the state's celebration of the sesquicentennial of the Civil War by hosting a commemorative parade, living history performance, and a grand opening reception for the Baltimore Civil War Museum at President Street Station. The event celebrated the rededication of the station as a Baltimore City landmark. BHAA also commissioned a new historic site plaque for the station (with assistance from CHAP), which was unveiled at the rededication. To help promote the re-opening of the museum BHAA also developed a full-color rack card for the museum. The rack card also performs as a take-away for museum visitors, highlighting the building's history and its historic role in Civil War-era events. These activities were supported primarily through a 2011 grant from the Maryland Heritage Areas Authority.

4 Heritage Tourism and Marketing

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Heritage Tourism and Marketing 4

Baltimore's proximity to the major population centers of Washington and Philadelphia, as well as its own sizeable regional population and extensive network of heritage resources, suggest a large, easily accessible market for heritage tourism centered on the city's unique stories. The National Trust for Historic Preservation defines heritage tourism as traveling to experience the places and activities that authentically represent the stories and people of the past and present. Heritage tourism offers many benefits. In addition to creating new jobs, new business, and higher property values, well-managed tourism improves the quality of life and builds community pride (NTHP 2008). Visitors to historic sites and cultural attractions stay longer and spend more money than other kinds of tourists.

Baltimore has long understood the importance of investing in both tourism development and community character, relying on a cadre of professionally staffed organizations charged with these critical missions. Over the years, Visit Baltimore, the Baltimore Office of Promotion and the Arts, the Baltimore Development Corporation, the Downtown Partnership, the Greater Baltimore Committee, and other nonprofit, quasi-public, private, and government organizations have woven together a network capable of addressing a wide array of opportunities and challenges confronting the city and its economy. For the Baltimore Heritage Area Association (BHHA), weaving its activities into this fabric means both supporting the existing place-making and place-marketing system and helping those who manage the city's heritage attractions offer quality experiences. Much is known about the markets these organizations serve. Since the heritage area's recognition as a state heritage area in 1997, considerable progress has been made in understanding the services each organization needs to incorporate a heritage development perspective into its work so as to deliver economic benefits to Baltimore residents and businesses.

4.1 Types of Travelers

4.1.1 Cultural and Heritage Travelers

The cultural and heritage traveler is a large, affluent market. It is generally a subset of the leisure traveler group, although business travelers often extend stays in a region for purposes of a cultural or heritage experience as a leisure visitor. In Baltimore, cultural and heritage travelers can experience many heritage attractions within the Baltimore National Heritage Area, as well as those associated with the Star-Spangled Banner National Historic Trail, Charles Street National Scenic Byway, Historic National Road (All-American Road), Captain John Smith Chesapeake National Historic Trail, and Washington Rochambeau Revolutionary Route National Historic Trail. Many heritage travelers are attracted to Baltimore to explicitly visit Fort McHenry National Monument and Historic Shrine. Statistics are not currently collected to document the heritage travel market in Baltimore.

Research conducted in 2009 indicates that 78 percent of all U.S. leisure travelers participate in cultural and/or heritage activities while traveling, translating to \$118.3 million adults annually (USCHT 2009). With cultural and heritage travelers spending an average of \$994 per trip, they contribute more than \$192 billion annually to the U.S. economy (USCHT 2009). Cultural and heritage travelers as a whole are more frequent travelers, reporting an average of 5.01 leisure trips in the past 12 months versus 3.98 leisure trips by non-cultural and non-heritage travelers (USCHT 2009). In general cultural and heritage travelers are slightly older, more educated, and have higher household incomes (USCHT 2009). More than half of travelers agree that they prefer their leisure to be educational and nearly half spend money on cultural and heritage activities (USCHT 2009). They are also likely to travel further to get the experiences they seek.

Cultural and heritage activities identified by travelers include: visiting historic sites (66 percent); attending historical re-enactments (64 percent); visiting art museums/galleries (54 percent);

attending an art/craft fair or festival (45 percent); attending a professional dance performance (44 percent); visiting a state or national park (41 percent); shopping in museum stores (32 percent); and exploring urban neighborhoods (30 percent) (USCHT 2009). The vast majority of these travelers (65 percent) say they seek travel experiences where the “destination, its buildings and surroundings have retained their historic character” (USCHT 2009).



Baltimore welcomed more than 1.5 million visitors during the June 2012 Star-Spangled Sailabration.
Image: Jason Vaughan, BHAA

4.1.2 Group Tour Travelers

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

Tour operators will only go to places that sell. Attractions that wish to draw group tours must have the level of quality

and interest that appeals to those who participate in them. Attractions that wish to host group tours must also have capacity to accommodate buses or be within walking distance of parking facilities that can accommodate buses.

4.1.3 Niche Tour Travelers

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

4.1.4 International Travelers

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

4.1.5 Virtual Travelers

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

4.2 Travel Industry Trends

4.2.1 United States Travel

Despite the economic downturn in 2009, travel nationwide has continued to grow. Following significant increased visitation in 2010, the United States Travel Association (USTA) has forecasted modest visitation growth for domestic and international travel overall through 2014. Domestic leisure travel is expected to increase by 1.2 percent in 2013, a new record high, but the growth will be at a slower pace than during the past few years. While business travel volume grew steadily since the downturn in 2009, it is expected to slow significantly in 2013 and 2014. Total domestic spending including leisure and business in 2013 is projected to increase 3 percent. In general, while the growth rate is more moderate than in previous years, leisure travel remains at an all-time high and is an indicator of rising consumer confidence (USTA 2012).

Following is an overview of recent U.S. travel provided by the U.S. Travel Association and summarized by Visit Baltimore in its Annual Report and Business Plan for FY 2012-2013:

- USTA estimates more than 1.96 billion person-trips were consumed in the U.S. in 2011. Of these trips, 23.4 percent

were business related, with the remainder associated with leisure and discretionary travel.

- The U.S. travel trade surplus continues to grow, outpacing overall export growth by a factor of 2, and accounted for 17 percent of the increase in total exports through May 2012.
- Employment in the travel and hospitality industry continues to recover nationwide. After a period of steep decline during the global recession, total industry employment rose 2.1 percent in 2011 to more than 13.3 million jobs.
- Inflation continues to threaten the future of tourism and business travel as the cost of food and fuel digs into budgets, according to USTA. Prices nationwide increased by 3.0 percent in 2011, only recently slowing to 0.4 percent in the first half of 2012.
- Consumer confidence is still problematic, as persistently high unemployment (8.2 percent as of August 2012) and inflation cultivate a wary consumer. Ongoing turmoil in the Euro Zone has the potential to destabilize any gains made in the United States.

Sources: U.S. Travel Association 2012, U.S. Bureau of Labor Statistics, Conference Board

Table 4.1 Maryland and U.S. Total Visitor Volume Estimates (person-trips in millions)

	Maryland			United States		
	2010	2009	2008	2010	2009	2008
Total	32.17	29.06	28.08	2021.86	1,841.24	1,947.82
Business	7.36	7.00	7.1	429.52	422.17	479.81
Leisure	24.81	22.07	20.98	1,592.34	1,419.07	1,468.01
Overnight	16.11	14.15	13.86	1,002.21	925.90	973.64
Day Trip	16.06	14.92	14.22	1,019.65	915.34	974.18

Source: D.K. Shifflet & Associates 2011

Table 4.2 Percent Change in Person-Trip Volume (2007 – 2010)

	U.S.	MD	DC	DE	PA	VA	WV
Total	1.1%	18.3%	14.8%	(2.2%)	2.9%	4.4%	(1.1%)
Business	(14.6%)	11.4%	12.5%	(30.6%)	(22.6%)	(13.5%)	(4.3%)
Leisure	6.4%	20.5%	16.5%	6.8%	9.7%	11.2%	(0.4%)
Overnight	1.0%	15.7%	48.9%	(22.6%)	1.1%	(0.1%)	(13.4%)
Day Trip	1.3%	21.0%	(0.7%)	28.6%	4.9%	8.6%	18.8%

Source: D.K. Shifflet & Associates 2011

4.2.2 Maryland Travel

- In 2010 Maryland hosted an estimated 32 million domestic visitors (Table 4.1), up 10.7 percent from 2009 compared to a 9.8 percent increase in domestic person-trips in the United States.
- Maryland's net travel volume has grown at a double-digit rate since 2007, with growth in all sectors: business, leisure, day, and overnight. This is significantly greater than the performance nationwide and in other mid-Atlantic states, outperforming Washington, D.C., in overall growth and overnight increases.
- The top ten tourism activities in Maryland are similar to the U.S. overall (Table 4.3), with dining, shopping, entertainment, sightseeing, and nightlife ranked in the top five. Visiting a historic site ranked 8th in Maryland and 9th nationally.
- Baltimore is the top tourist destination in the state, capturing 33.6 percent of visits. Visitors to Baltimore were primarily from Washington, D.C. (27%), Philadelphia (14%), and Baltimore (13%).

Table 4.3 Top Ten Tourism Activities Per Stay (2010)

Maryland		United States	
Dining	39%	Dining	35%
Shopping	25%	Shopping	23%
Entertainment	18%	Entertainment	20%
Sightseeing	9%	Sightseeing	10%
Nightlife	9%	Nightlife	5%
Beach/Waterfront	6%	Gamble	5%
Attend Sports Event	6%	Beach/Waterfront	4%
Visit Historic Site	6%	Parks (national/state)	4%
Parks (national/state)	5%	Visit Historic Site	4%
Museum, Art Exhibit	5%	Museum, Art Exhibit	4%

Source: D.K. Shifflet & Associates 2011

4.2.3 Baltimore Travel

Baltimore City ranks as Maryland's top tourist destination. Counter to nationwide trends showing a slump in the hospitality industry, Baltimore from FY2009 to FY2012 has experienced an upswing in the tourism industry (Visit Baltimore 2012). In 2010 Baltimore captured an estimated 33.6 percent of tourist visits statewide (MDBED 2010). In general, Baltimore is gaining market share from Washington, D.C., Pittsburgh, Philadelphia, and Raleigh-Durham, but losing share from New York City.

Following is an overview of Baltimore travel summarized by Visit Baltimore in its Annual Report and Business Plan for FY 2012-2013:

- According to the latest research conducted by Longwoods International, Baltimore welcomed 22.3 million domestic visitors in 2011, a 4.7 percent increase from 2010. Of those visitors, 16 percent of the trips were for business, 39 percent were for leisure, 42 percent were for visits to family and friends (VFR), and 4 percent were for combined business and leisure. Of these trips, 41 percent were overnight stays and 59 percent were day-trips.
- Longwoods reported the number of overnight trips for leisure or visits to family at more than 7.3 million, an increase of 8.6 percent over 2010.
- Total business travel grew to 3.5 million, while total leisure travel (not including travelers visiting friends and family (VFR)) increased by more than 10 percent to 7.2 million visits. Trips which combined business and leisure increased by 10 percent in 2011 to 800,000 visits.
- In total, leisure trips and other discretionary travel accounted for 17.9 million visits to Baltimore in 2011.

Sources: Longwoods International (as of 2011, in *Visit Baltimore 2012*), *Tourism Economics 2011*

4.3 Economic Benefits of Tourism

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

In 2011 Americans spent \$813 billion on domestic travel, meeting expectations for strong growth in the sector. Including international visitors, total spending amounted to more than \$966 billion.

Maryland tourists and travelers spent \$13.1 billion on travel expenses in 2010 (4.3% over 2009). Tourism is the 10th largest private sector employer in the state, supporting 129,595 direct, full-time equivalency jobs in 2010 in leisure, hospitality, retail, transportation, and other sectors impacted by visitor spending. This amounted to nearly 5 percent of total non-farm employment and provided \$4.03 billion in wages and salaries. In 2010 visitor spending generated nearly \$1.9 billion in state and local taxes, including taxes from the wages of industry employees, sales taxes for tourism goods and services, hotel occupancy taxes, property taxes, and other corporate taxes.

Visit Baltimore reports that in 2011, visitor spending in Baltimore City rose 7.2 percent from the preceding year to \$4.75 billion (Visit Baltimore 2012). Leisure visitors accounted for 70.3 percent of spending, with overnight visits accounting for 74.7 percent. An estimated 5.4 percent of visitor spending in Baltimore was generated by international visitors in 2011. Overall, in 2010 Baltimore City's tourism industry supported 24,470 jobs (12.43% of statewide tourism jobs), \$983 million in payroll (13.31% of statewide tourism payroll), and generated \$452 million in taxes (federal, state, local, and hotel) (Tourism Economics 2011).

The Baltimore Visitor Center operated by Visit Baltimore opened in 2004. From its opening through 2010, the visitor center welcomed more than 2.5 million visitors (Maryland Association of DMOs 2011). Independent studies indicate that people who used the center spent an additional \$107 to \$126 over what they would have spent, which translates to an

additional \$3.5 million spent in Baltimore City. In addition, after stopping by the visitor center 19 percent extended their stay by an additional day and 55 percent visited more attractions than originally planned.

4.4 Heritage Area Tourism Markets

4.4.1 Primary Tourism Market

The primary tourism market for the Baltimore National Heritage Area is the resident population of the Baltimore-Towson Metropolitan Area. About 2.7 million people lived in the metro area in 2010, including 0.6 million Baltimore City residents (30%) and 2 million residents (70%) of Baltimore, Carroll, Harford, Howard, and Queen Anne Counties. The resident market is important for a number of reasons. First, people are always looking for things to do, particularly as a family, close to home. Second, approximately 9.3 million visitors to the city in 2011—representing 42 percent of the annual visitors—were there to visit friends and relatives. The resident population is the host that helps guests discover the heritage area's attractions. Finally, many residents of suburban counties have moved from elsewhere and know little about local history and are therefore a strong audience for heritage tourism.

4.4.2 Secondary Tourism Market

The heritage area has strong potential to draw visitors from nearby population centers, particularly the New York, Philadelphia, and Washington, D.C. metropolitan areas. The secondary market for heritage area tourism is composed of these three metropolitan areas, as well as the remainder of Maryland and the states of Pennsylvania, Delaware, New York, New Jersey, Virginia, West Virginia, and North Carolina. In 2010, 67.5 million people lived within these states, representing 22 percent of the United States population. Tourism data has shown historically that there is a strong potential market for tourism from these areas, realized in part due to the strong cross-marketing of heritage tourism partners in Baltimore City and MOTD.

4.5 Heritage Area Target Audiences

Baltimore features a broad array of things to see and do which appeals to:

- an assortment of leisure travelers who hope a trip to Baltimore will satisfy a particular interest, whether it is topical or experiential
- people with fluid preferences for whom quality trumps attention to a specific special interest when investing leisure time (including the culturally curious, fans of city life and neighborhood/ethnic character, foodies, and omnivorous experience-seekers)
- meeting and event planners (from those organizing a family reunion to those selecting sites for major conventions) seeking an attractive balance between facility needs, appeal to participants, and cost

Within these groups are two broad sets of audiences with different needs and expectations: metro area residents and visitors.

4.5.1 Metro Area Residents

Metro area residents are the largest potential heritage area audience. Attracting residents to heritage sites and engaging them in heritage area programs and special events in the city's heritage neighborhoods is a huge opportunity to enhance resident appreciation of the city's history and foster community pride and stewardship. Exhibits and programming embedded into the fabric of city neighborhoods can also offer interpretive experiences for residents on a daily basis.

Table 4.4 Baltimore-Towson Metropolitan Area Population Characteristics

	Baltimore City	Baltimore-Towson Metro Area	Maryland
Population			
1990	736,014	2,382,172	4,780,753
2000	651,154	2,552,994	5,296,486
2010	620,961	2,710,489	5,773,552
Numerical Change (1990-2010)	-115,053	328,317	992,799
% Change 1990-2010	-4.63%	13.8	-9.00%
Households			
2000	257,996	974,071	1,980,859
2010	249,903	1,038,765	2,156,411
Numerical Change (2000 to 2010)	-8,093	64,694	175,552
Percent Change	-3.14%	6.64%	-8.86%
Average Household Size			
2000	2.42	2.63	2.61
2010	2.38	2.54	2.61
Housing Units			
2000	300,477	1,048,046	2,145,283
2010	296,685	1,132,251	2,378,814
Numerical Change (2000 to 2010)	-3,792	84,205	233,531
Percent Change	-1.26%	8.03%	-10.88%

Table 4.4 Baltimore-Towson Metropolitan Area Population Characteristics (cont.)

	Baltimore City	Baltimore-Towson Metro Area	Maryland
Age Profile			
Under 19	155,210	343,287	1,516,626
20-24	56,460	94,711	393,698
25-34	103,564	106,276	762,042
35-44	76,564	188,698	795,572
45-54	87,445	219,998	902,204
55-64	68,906	173,127	695,768
65+	72,812	199,432	707,642
Median Age	34	34.9	38
Race, 2010			
White	183,830	1,684,436	3,359,284
Black or African American	395,781	778,879	1,700,298
American Indian and Alaskan Native	2,270	8,517	20,420
Asian	14,548	122,911	318,853
Native Hawaiian and Other Pacific Islander	274	1,467	3,157
Some Other Race	11,303	46,623	206,832
Educational Attainment, 2010			
Population 25 years and over	405,536	1,791,848	3,789,931
Less than 9th grade	27,028	69,903	168,394
9th to 12th grade, no diploma	64,761	157,563	295,600
High school graduate (includes equivalency)	119,325	479,718	1,001,744
Some college, no degree	74,001	352,698	732,128
Associate's degree	18,353	111,474	238,986
Bachelor's degree	54,324	353,074	748,560
Graduate or professional degree	47,744	267,418	604,519
Household Income Profile, 2010			
Under \$25,000	78,121	176,331	322,069
25,000 - 49,000	63,771	206,161	413,601
50,000 - 74,999	41,677	185,223	386,304
75,000 or more	54,823	450,510	999,073
Median HH Income	\$39,386	66,195	\$70,647
Housing Tenure, 2010			
Owner Occupied	119,163	691,720	2,156,411
Renter Occupied	130,740	347,045	700,636

Source: U.S. Department of Commerce 2010a and 2010b

BALTIMORE CITY RESIDENTS

Baltimore is a diverse city and the profile of the typical Baltimore resident continues to shift over time. In 2010 Baltimore's population was 620,961, a decrease of 30,193 from the 2000 census (U.S. Department of Commerce 2010a). While each census since the 1950s has marked a decline in population, 2010 marks the smallest decennial decline since the 1950s and is well below the loss during the 1990s. As of the 2010 census, the city was 63.7 percent black, 29.6 percent white, 2.3 percent Asian, 0.4 percent Native American, 1.8 percent other race, and 2.1 percent two or more races. Household earnings increased from \$30,078 in 2000 to \$39,386 in 2010. The 2010 American Community Survey (U.S. Department of Commerce 2010b) estimated that 76.9 percent of Baltimore city residents had a high school diploma and 27.9 percent had a college degree. These numbers were below the Maryland population as a whole, which were 87.8 percent and 42.1 percent, respectively.

Trends in the city's demographics since the 2010 census show an influx of residents with a different profile. The *Downtown Baltimore: Outlook 2012* (DPOB 2012) attributes this influx to an increase in empty-nest households looking to downsize and millennials choosing to move to urban centers. The higher costs of this diverse housing market closes out less affluent households. The potential market for downtown housing includes:

- younger singles and childless couples including, among others, graduate students, teachers, or other higher-education affiliates, young professionals, junior executives, small business owners, "knowledge workers," and retail or service employees
- well-to-do empty nesters and retirees
- a range of urban families

4.5.2 Baltimore City Visitors

Baltimore City's target markets include Washington, D.C., New York, Philadelphia, southern New Jersey, Central Pennsylvania, Pittsburg and Richmond. A very high share of visitors comes from within 100 miles. The average visitor to Baltimore City in 2011 was 43-years-old, generally arrived by personal auto, and was from Maryland (47% of day visitors and 21% of overnight visitors) (Longwoods International, in Visit Baltimore 2012). Other states from which a greater number of visitors came



The iconic Baltimore City Hall, completed shortly after the end of the Civil War, is one of 20 star attractions along Heritage Walk, the heritage area's oldest urban trail.

Image: Mark Dennis, City of Baltimore

included Pennsylvania, Virginia, and New Jersey. Visitor trips were generally spread throughout the year, with a slight increase in visitation from July through September.

General visitors include business travelers, leisure travelers, and travelers visiting family and friends. The number of visitors to Baltimore in all three categories has steadily increased over the past three years (2009 through 2011). In 2011, approximately 22.3 million people visited Baltimore representing an increase of 4.7 percent from 2010 (Tables 4.1 and 4.2). Of these visitors 59 percent were day visitors and 41 percent were overnight visitors. For day visitors, the primary trip purpose was leisure (46%), while most overnight visitors were in the city to visit friends and relatives (51%) and only 29 percent came for leisure. Approximately 20 percent of all visitors were in Baltimore for business, with only 3 percent of business travelers also staying in the city for leisure purposes. A museum or historic site was visited by almost half of the city's visitors, while a quarter went shopping and many enjoyed fine dining (16%).

Table 4.5 Baltimore City Visitor Profile Overview (2011)

	Day Visitors	Day Visitors %	Overnights	Overnights %
Total	13,100,000	59%	9,200,000	41%
Adults and Children				
Children (<18 years)	3,200,000	24%	1,800,000	20%
Adults	9,900,000	76%	7,400,000	80%
Trip Purpose				
Visits to Family and Friends	4,585,000	35%	4,692,000	51%
Leisure	6,026,000	46%	2,668,000	29%
Business	1,965,000	15%	1,564,000	17%
Business and Leisure	524,000	4%	276,000	3%

A visitor is defined as someone visiting overnight or someone who travels 50 miles or more from home outside of their daily activity.

Table 4.6 Baltimore City Visitor Demographic Profile

	Day Leisure	Overnight Leisure		Day Leisure	Overnight Leisure
Season of Trips			Length of Stay		
January – March	24%	27%	Only One Night	N/A	38%
April – June	25%	24%	Average Nights	N/A	2.3
July – September	30%	29%	Lodging		
October – December	21%	20%	Hotel	N/A	49%
Average Age			Friends/Relatives	N/A	38%
18-24	18%	17%	Boat/Cruise	N/A	4%
25-44	36%	38%	Trip Origin		
45-64	37%	30%	Maryland	47%	21%
65+	9%	16%	Pennsylvania	18%	13%
Gender	52% female	56% female	Virginia	14%	5%
Household Income			New Jersey	6%	10%
Under \$50k	34%	37%	Delaware	3%	5%
\$50k – \$100k	34%	34%	New York	3%	8%
\$100k - \$150k	23%	15%	West Virginia	2%	
>\$150k	10%	14%	North Carolina		6%
Education			Florida		5%
College/Post-Grad	59%	62%	Ohio		4%
Some College	22%	23%	Georgia		2%
Children in Household?	53% none <18	57% none <18	Connecticut		3%
Employment			Other	7%	18%
Full-time	55%	42%	Activities		
Part-time	10%	12%	Shopping	18%	36%
Retired/Not working	36%	47%	Fine Dining	17%	23%
Travel Party Size	3.1 persons	3.0 persons	Museum	11%	23%
Transportation			Landmark/Historic	10%	17%
Personal Auto	N/A	75%	Waterfront Experience	10%	16%
Air Travel	N/A	18%	Nightlife	9%	14%
Rental Car	N/A	12%			

Source: Longwoods International as of 2011, in Visit Baltimore 2012



Visitors can skip ground transportation and use water taxis to see sites and attractions around the Inner Harbor.

Image: Jason Vaughan, BHAA

4.6 Heritage Area Visitor Services and Infrastructure

Baltimore City has an extensive network of visitor services and infrastructure in its downtown, the Inner Harbor, and its neighborhood and commercial areas. The city's ability to serve visitor needs is both a feature in its attractiveness as a destination and a vehicle for leveraging investment in the heritage area. In 2011 the city's 22.3 million visitors found their way around the city using its extensive visitor information system, enjoying its many visitor-serving businesses, visiting heritage attractions, following heritage trails, and riding the free Charm City Circulator. Many visitors accessed the robust websites of Visit Baltimore and other city tourism partners for a range of travel information to help plan their visit in advance. For many visitors the first point of contact was the Baltimore Visitor Center, operated by Visit Baltimore, where 400,000 people stopped for information and orientation to the city (Visit Baltimore 2012).

Section 2.5 above provides a detailed inventory of the heritage area's visitor services and infrastructure. Appendix D provides an overview of representative heritage area interpretive sites, including a description of the visitor experience and the visitor services available and the relationship of each site's interpretive presentation to the heritage area's interpretive framework.

4.7 Heritage Area Tourism Partners

4.7.1 Visit Baltimore

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

Visit Baltimore provides information to the traveling public and event planners on agencies, associations, accommodations, attractions, events, nightlife, recreation, restaurants, retail, sporting activities, and transportation to business, leisure, group, and convention travelers. Through the Visit Baltimore website (www.baltimore.org) more than one million people a year view virtual tours and request assistance and printed information such as visitor guides, facilities guides, maps, and/or group tour



Each year the Baltimore Office of Promotion and the Arts coordinates Artscape, the nation's largest free arts festival. The three-day event attracts more than 350,000 attendees and has a total economic impact exceeding \$25.97 million.

Image: Edwin Remsburg, BOPA

planning guides. Visit Baltimore's visitor center at the Inner Harbor attracts more than 400,000 travelers each year, where visitors pick up brochures, learn about promotions and events and sites to see, and purchase tickets to attractions. The Official Guide, published twice a year by Visit Baltimore, is a magazine-style guide for leisure travelers and convention attendees. The Visit Baltimore Meeting and Event Planning Guide is distributed to 5,000 meeting professionals, group tour operators and reunion planners; it features information needed to plan a convention, meeting, tradeshow, or event in the city and identifies available resources from Visit Baltimore's members.

4.7.2 Baltimore Tourism Association

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

4.7.3 Baltimore Office of Promotion and the Arts

The Baltimore Office of Promotion and the Arts (BOPA) is a non-profit whose mission is to make Baltimore a more vibrant and creative city. BOPA produces high quality special events, festivals, and arts programming designed to stimulate communities economically, artistically, and culturally. It also seeks to address the needs of the arts community through arts and cultural activities, advocacy, and support, as well as administers funds, grant programs, and community workshops. Major events coordinated by BOPA include the New Year's Eve and July Fourth celebrations at the Inner Harbor, which routinely attract hundreds of thousands of spectators; Artscape, which serves more than 350,00 people each year; Baltimore Book Festival; Baltimore Farmers' Market and Bazaar; Baltimore Open Studio Tour; and Dr. Martin Luther King, Jr. Parade. BOPA has orchestrated some of the city's biggest events with major logistical challenges, such as the Baltimore Grand Prix and the Star-Spangled Banner Sailabration in 2012. BOPA manages the Baltimore Mural Program, Free Fall Baltimore, PNC Neighborhood Grant Program, Bright StARTS Workshops For Children, and activities of the Baltimore Film Office. BOPA oversees several historic attractions and sites, including the Top of the World Observation Level, School 33 Art Center, The Cloisters, and the Bromo Seltzer Arts Tower.

4.7.4 Downtown Partnership of Baltimore

The Downtown Partnership of Baltimore (DPOB) implements a variety of programs designed to make downtown Baltimore more attractive, vibrant, and hospitable. Programs are administered over a 106-block Downtown Management Authority (DMA) District (Figure 7.1). Commercial properties in the DMA District fund DPOB's services through an annual surcharge on their assessed property value. Over its 25 years, the DPOB programs have led to increased investment, growing numbers of residents, restaurants, and retail stores, improved quality of life, retention of key employers, solutions to transportation challenges, improved parks and green spaces, and workforce development opportunities. The DPOB economic development group provides assistance to businesses and other parties interested in investing in downtown, providing current data about downtown demographics and commercial real estate. The DPOB markets downtown through a wide range of special events, advertisements, traditional and interactive media outreach, and meetings with the business community, and government leaders. The DPOB Clean Team is on downtown streets every day cleaning sidewalks and maintaining landscaping. Downtown Baltimore Guides stationed throughout the DMA District provide directions, escorts for visitors, and outreach to the homeless. DPOB also routinely sponsors initiatives to improve and maintain downtown's parks, plazas, and streetscapes. A recent program, Get Around Downtown Baltimore, offers on the DPOB web-site real-time traffic mapping, live video feeds from the city's traffic cameras, and a list of alternative ways to get to downtown destinations.

4.7.5 Waterfront Partnership of Baltimore

The Waterfront Partnership of Baltimore, created in 2005, manages, promotes, and advocates on behalf of the waterfront. Its area of focus encompasses the harbor waterfront from the Rusty Scupper on the south to the Bond Street Wharf (Figure 7.1). The partnership's major initiatives focus on enhancing the visitor experience on the waterfront, making the harbor swimmable and fishable by 2020, promoting alternative ways to travel to and from the harbor, and developing waterfront park and recreation attractions. The partnership's Clean Team keeps the waterfront promenade free of debris and litter, removes graffiti and stickers from fixtures, and generally keeps public areas neat. The Hospitality Team circulates around the waterfront, answering questions for visitors, providing directions and parking tips, and offering guidance to visitors regarding waterfront attractions, restaurants, and shopping. The Safety Team patrols the waterfront on bike, foot, and Segway, providing safety escorts, deterring panhandlers, and enforcing park rules. The Green Team plants and maintains landscaping and planters.

The non-profit Waterfront Partnership of Baltimore serves as an advocate, promoter, and steward of the Inner Harbor.

Image: David Guiney





Harborplace, the center of redevelopment of the Inner Harbor, opened in 1980. The complex of stores and restaurants contains a mix of national chains and local establishments.

Image: Jim Hall, City of Baltimore

4.7.6 Greater Baltimore Committee

The Greater Baltimore Committee's (GBC) mission is to improve the Baltimore region's business climate by organizing its corporate and civic leadership to address problems that affect the region's competitiveness. GBC's area of interest includes Baltimore City and the five surrounding counties (Anne Arundel, Baltimore, Carroll, Harford, and Howard Counties). GBC's priorities include: creating and advocating for a competitive business environment to attract new businesses and expand existing business, thereby creating jobs and opportunities; developing and promoting a comprehensive and efficient regional transportation system capable of moving goods, services, and the workforce; building and nurturing a highly-trained and educated workforce to meet the needs of the 21st century knowledge-based economy; and, providing programs and services to GBC members that enhance their community involvement, open doors for new business opportunities, and highlight the company's assets to the Greater Baltimore community.

4.7.7 Maryland Office of Tourism Development

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

4.8 Market for BHAA Services

The National Trust for Historic Preservation has documented five guiding principles to create a sustainable cultural heritage tourism program:

- collaborate
- find the fit between a community and tourism
- make sites and programs come alive
- focus on quality and authenticity
- preserve and protect resources

BHAA can offer services organized around these principles to its heritage partners aimed at realizing Baltimore's potential as a heritage destination. Services fall into four categories:

- helping heritage organizations address their capacity deficits and enhance their visitor readiness (e.g., by examining the factors underpinning their ability to attract visitation, addressing needs for capital and operating support, improving staff skills, and organizing education and training for tourism workers)
- communicating with (and thereby marketing to) niche and super-regional day-tripper markets that deliver economic benefits to Baltimore and the heritage organizations but may not merit attention on the scale Visit Baltimore accomplishes (this role encompasses identifying growing audiences, discovering ways to reach untapped markets, and improving yields through improved research, message coordination, and monitoring progress)
- spearheading thoughtful product development, from experience-enhancing tools (maps, interpretive guides, wayfinding signage, etc.), to delivery of new attractions (e.g. Thurgood Marshall's elementary school (P.S. 103) or War of 1812 Bicentennial events), to revenue generation, to funding grants programs
- implementing ideas both directly and (indirectly) by creating the mechanism to organize action, continue planning, secure sustainable resources, and take a systemic approach to heritage development, including:
 - fostering continuous improvement by heritage institutions in terms of number of visitors, financial sustainability, artistic quality, visitor-readiness, and contribution to regional quality of life and economic development
 - building partnerships and taking a systemic approach to improving the heritage experiences Baltimore offers so they exude quality, demonstrate authenticity, and show respect for diverse audiences



Fort McHenry National Monument and Historic Shrine is one of the city's most visited attractions. From January to September 2013, the fort welcomed more than 800,000 people.

Image: David Guiney

- conveying the economic and quality-of-life benefits of heritage institutions and heritage tourism to the region's residents, funders, elected officials, state and federal organizations, and other audiences
- acknowledging that productive collaborations will be founded on a practical analysis of potential mutual benefits, organizational costs, and strategic overlap of interests for all participants
- tapping heritage tourism as a means to enhance the Baltimore region's image locally, regionally, nationally, and globally, and leverage it as a resource for further growth
- securing funding and management resources for implementation that are predictable, equitably allocated, and effectively invested and reinvested

Building upon its constituency—by providing on-point help and avoiding duplication of effort—is key to maintaining BHAA's continued effectiveness and strong reputation within Baltimore's community of place-makers, place-marketers, and the stewards of its cultural and heritage endowment. Moreover, BHAA needs to continue to work hard to perpetuate a sense of excitement and urgency to motivate busy organizations to work cooperatively.

5 Foundation for Planning

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Foundation for Planning 5

5.1 Introduction

Basic information and guidance for development of the heritage area's management plan and the decision-making framework for future implementation of the plan compose the heritage area's foundation for planning. This foundation for planning is a reference that has informed development of the plan and that will inform future decisions by the BHAA Board of Directors and staff. Heritage area programs should be grounded in the foundation for planning. From time to time, the board and staff should reexamine and update the foundation. Elements of the foundation for planning include:

- purpose statement
- significance statement
- vision statement
- mission statement
- goals and objectives
- legislative requirements
- other mandates
- interpretive themes

5.2 Purpose of the Heritage Area

The statement of purpose conveys the reasons for which the Baltimore National Heritage Area was created by Congress and is based upon the purposes implicitly stated in Section 8005(c) (1) of the heritage area's enabling legislation (Appendix A).

The purpose of the Baltimore National Heritage Area is to assist units of local government, regional planning organizations, and non-profit organizations with:

- carrying out programs and projects that recognize, protect, and enhance important resource values within the heritage area
- developing recreational and educational opportunities in the heritage area
- increasing public awareness of, and appreciation for, natural, historic, scenic, and cultural resources of the heritage area
- protecting and restoring historic sites and buildings in the heritage area that are consistent with the themes of the heritage area
- ensuring that signs identifying points of public access and sites of interest are posted throughout the heritage area
- promoting a wide range of partnerships among governments, organizations, and individuals to further the purposes of the heritage area
- encouraging, by appropriate means, economic development that is consistent with protection and enhancement of important resource values within the heritage area



The Frederick Douglass-Isaac Myers Maritime Park highlights African American maritime history. The site chronicles Frederick Douglass' life in Baltimore as an enslaved child and young man, as well as entrepreneur Isaac Myers' life as a free black and founder of the Chesapeake Marine Railway and Dry Dock Company.

Image: Visit Baltimore

5.3 Significance of the Heritage Area

Findings of the *Feasibility Study for a Baltimore National Heritage Area* (Baltimore City 2006b) concluded that Baltimore is eligible for national heritage area designation, meeting the interim criteria for evaluation of candidate areas by the NPS, Congress, and the public (NPS 2003).

The Baltimore National Heritage Area is significant because:

- *Baltimore has an assemblage of historic, cultural, and natural resources that together represent distinctive aspects of American heritage worthy of recognition, conservation, interpretation, and continuing use, and are best managed as such an assemblage through partnerships among public and private entities.*
- *Baltimore reflects traditions, customs, beliefs, and folklife that are a valuable part of the national story.*
- *Baltimore provides outstanding educational and recreational opportunities.*
- *Resources important to Baltimore's stories retain a degree of integrity capable of supporting interpretation.*

Baltimore evidences exemplary national heritage themes with intact historic, cultural and natural resources. With 24 National Historic Landmarks, 53,000 buildings listed in 52 National Register historic districts (vastly more than any other American city), 8,000 buildings in 30 local historic districts, and 14 Chesapeake Bay Gateways, nestled in an unparalleled system of parks and waterways, and connected by an All-American Road, a national scenic byway, two Maryland scenic byways, and three national historic trails, the aggregate resource set supports the national heritage area.

The cityscape of Baltimore was the stage for pivotal conflicts that forged the national identity. Foremost were the actions of a brave citizenry, comprised largely of first-generation immigrants and free and enslaved African Americans, who defeated the British in 1814 in America's "second war for independence." The defense of the nation by the diverse people of Baltimore, against the greatest military power in the world, gave the nation its iconic flag, the Star-Spangled Banner, its national anthem, and a new sense of identity and destiny. Fort McHenry National Monument and Historic Shrine is foremost among the many sites in the heritage area that bring these stories to life. The nation's divided loyalties during the Civil War were evidenced no more intensely than in Baltimore, which witnessed the horrific first bloodshed of the war in the Pratt Street riots, not far from President Street Station. The oldest surviving big city train station in the country, the building is now the Baltimore Civil War Museum and tells this national story.

Antebellum Baltimore was a notorious center of the domestic slave trade. Yet the city also produced the earliest organized abolition movement in the south. Although a conflicted city, Baltimore offered greater opportunities to enslaved or free African Americans than any other city in America before the Civil War. After emancipation, Baltimore nurtured giants of the civil rights movement, such as Thurgood Marshall. The life of Frederick Douglass in Baltimore, and how he came to declare, “Going to live at Baltimore laid the foundation, and opened the gateway, to all my subsequent prosperity,” is told at the Frederick Douglass-Isaac Myers Maritime Park, and on the Frederick Douglass Freedom and Heritage Trail. The segregated elementary school attended by Marshall, a landmark in the Old West Baltimore National Register Historic District, is being rehabilitated to tell the story of the architect of the desegregation of America’s public schools, and of the nation itself. Baltimore’s African Americans forged their own freedom and actively defended it, and served as national leaders in the struggle for opportunity for all Americans.

As a major port of entry, Baltimore developed an industry out of greeting immigrants and sending them on to destinations across America. The National Road, the nation’s first federally-funded interstate transportation route begun in 1811, now a designated All-American Road, began its way west in Baltimore. Between the early 1800s and the mid-1900s, over one million immigrants landed in Baltimore. Efforts are underway to construct a memorial to tell the stories of those who came to Baltimore seeking new opportunities. Many chose to settle in Baltimore. They built the world’s first long distance railroad into the American frontier, and a massive industrial and manufacturing base that propelled the settlement of the continent. World-class institutions, such as the Smithsonian-affiliate B&O Railroad Museum and the Baltimore Museum of Industry, tell the story of the birthplace of American railroading, industry, and the settlement of the continent.

The waves of explorers, entrepreneurs, inventors, and artists drawn to Baltimore’s shores have swelled since John Smith sailed into the Inner Harbor in 1608. Baltimore is the farthest inland east coast port, closest to the nation’s interior. The Chesapeake, the continent’s largest estuary, is a magnificent, fertile, natural resource. This special mix gave rise to the largest city in the six-state Chesapeake region, with a cultural landscape unique among world port cities. Extraordinary inventions such as Johns Hopkins Hospital (listed on the National Register), Mount Vernon Place (a National Historic Landmark District), and the Fell’s Point waterfront (encompassing the nation’s second National Register Historic District), represent some of the heritage area’s most distinctive and important creations.

5.4 Vision Statement

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

The vision for the Baltimore National Heritage Area is:

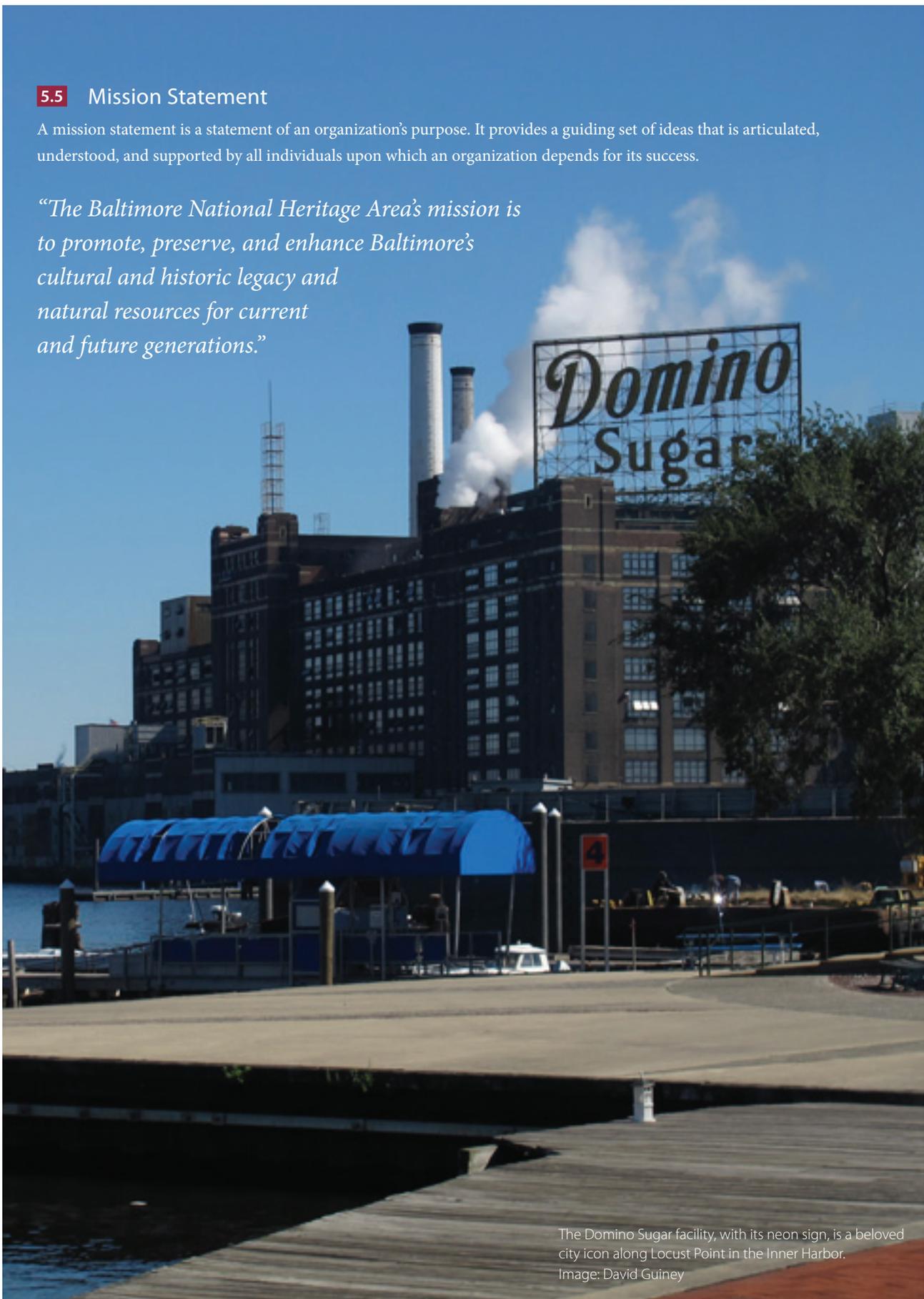
Across the nation and abroad, Baltimore is viewed as one of America’s premier historic cities; it is considered a must-see destination for its richness of history and culture. Many more visitors and residents are seeking out and enjoying its harbor and stream valleys, historic neighborhoods, main street commercial districts, trails, tours, museums, sites, exhibits, performances, and other events, raising civic pride and awareness of the city’s heritage to an all-time high. Investment in development that complements the city’s heritage—adaptive reuse, heritage tourism-serving businesses, and more—are increasingly common. As never before, the city’s heritage resources are viewed as essential to its quality of life and economic well-being.

The Baltimore National Heritage Area and scores of museums, historic sites, and cultural attractions accomplished this by effective collaboration and stimulated by the opportunity to leverage the bicentennial of the War of 1812 as a launching point to focus capital investment and create exceptional programming that has brought greater visibility to the city’s role in shaping a distinctly American identity. Thus, through the development of new experiences and activities and the improvement of existing offerings, Baltimore’s heritage leaders have created measurable economic impact through increased visitation.

5.5 Mission Statement

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

“The Baltimore National Heritage Area’s mission is to promote, preserve, and enhance Baltimore’s cultural and historic legacy and natural resources for current and future generations.”



The Domino Sugar facility, with its neon sign, is a beloved city icon along Locust Point in the Inner Harbor.
Image: David Guiney

5.6 Goals and Objectives

5.6.1 Management Goals

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

1. **Interpretation**—Interpret Baltimore as the unique port city where an American identity was forged and refined.
2. **Stewardship**—Strengthen support for the preservation of Baltimore’s heritage resources.
3. **Heritage Tourism**—Increase the economic benefits of heritage tourism in Baltimore.
4. **Neighborhoods**—Assist neighborhoods to improve their quality of life, become more visitor-ready, and balance tourism and community.
5. **Management**—Assure a strong, sustainable organization for the Baltimore National Heritage Area.

5.6.2 Management Objectives

Objectives are the measurable results that combine to achieve a goal. These are usually concrete and trackable and have an associated timeline. Each of the five heritage area goals has a set of associated objectives, as follows:

1. **Interpretation**—Interpret Baltimore as the unique port city where an American identity was forged and refined.

Objective 1.1 Unified Image and Understanding of Baltimore’s Interpretive Themes
Lead collaborative efforts to present the stories of Baltimore’s contributions to America’s history and cultural expression in ways that invite engagement and raise Baltimore’s profile as a place with significant local and national heritage.

Objective 1.2 Interpretive Messaging and Materials
Convey Baltimore’s stories through a variety of interpretive media.

Objective 1.3 Programs and Events
Provide visitor experiences and interpretive programming that assist residents and visitors in understanding the heritage area’s significance and stories within the context of its interpretive themes.



These modest rowhomes on South Dallas Street in Fell’s Point are a star attraction along the heritage area’s Historic Fell’s Point Trail. Frederick Douglass had these houses built in 1891 to provide affordable housing for African Americans.

Image: Jason Vaughan, BHAA

Objective 1.4 Educational Programming
Promote teaching American history using Baltimore’s cultural heritage resources for residents and visitors of all ages.

Objective 1.5 Research
Broaden the scope of subjects available for interpretation and generally enhance the heritage area’s interpretive effort through data collection and new historic research.



On June 14, 2012, 68 U.S. military personnel joined local volunteers to plant 1,768 flowers, trim boxwood hedges, and weed beds at the Rawlings Conservatory in Druid Hill Park. The day of service was part of the Star-Spangled Sailabration. The BHAA served as the city's lead coordinator for the U.S. Navy's community relations activities.

Image: Jeff Buchheit, BHAA



During the 2012 Star-Spangled Sailabration, the BHAA distributed more than 20,000 War of 1812 Bicentennial Passports. The passports help drive visitation to 1812 sites in Baltimore City and Baltimore County.

Image: Janet Caslow

2. Stewardship—Strengthen support for the preservation of Baltimore’s heritage resources.

- Objective 2.1 Public Appreciation of Heritage Resources**
 Increase public appreciation of heritage resources and the needs and benefits of preserving resources: historic, cultural, archeological, and natural resources.
- Objective 2.2 Historic Preservation**
 Promote protection and preservation of the heritage area’s historic resources.
- Objective 2.3 Cultural Resource Preservation**
 Promote protection and preservation of the heritage area’s cultural resources.
- Objective 2.4 Archeological Resource Protection**
 Promote protection and preservation of the heritage area’s archeological resources.
- Objective 2.5 Natural Resource Protection and Conservation**
 Promote protection and conservation of the heritage area’s natural resources within Baltimore City’s urban context.

3. Heritage Tourism—Increase the economic benefits of heritage tourism in Baltimore.

- Objective 3.1 Building Visibility and Growing Audiences**
 Attract visitors and residents by marketing the heritage area as a destination that showcases its unique and significant historic, cultural, and natural resources.
- Objective 3.2 Orientation and Wayfinding**
 Guide visitors and residents as they explore the heritage area using orientation, wayfinding, and interpretive media that provide consistent messaging and branding.
- Objective 3.3 Improving the Experience of Visitors**
 Enhance visitor services throughout the heritage area that support positive experiences for visitors’ experiences structured around the interpretive framework.



On Sundays from April through December, the Baltimore Farmers' Market is held under the Jones Falls Expressway near Baltimore City Hall. Organized by the Baltimore Office of Promotion and the Arts, it is the state's largest producers-only market.
Image: Mark Dennis, City of Baltimore

4. Neighborhoods—Assist neighborhoods to improve their quality of life, become more visitor-ready, and balance tourism and community.

- Objective 4.1 Heritage Neighborhoods**
Assist visitor friendly neighborhoods offering heritage experiences tied to heritage area interpretive themes.
- Objective 4.2 Community Revitalization**
Support initiatives of public agencies and non-profit organizations that provide unique local experiences, spur economic revitalization, and promote neighborhood pride.
- Objective 4.3 Recreation Experiences in City Parks and Open Spaces**
Promote investments in city parks and open spaces to enhance safe and accessible recreation opportunities for residents and visitors.

5. Management—Assure a strong, sustainable management organization for the Baltimore National Heritage Area.

- Objective 5.1 Association Organizational Management**
Manage the Baltimore Heritage Area

Association (BHAA) to effectively and sustainably support its mission.

- Objective 5.2 Financial and Asset Management**
Manage BHAA finances and assets in a responsible and accountable manner.
- Objective 5.3 Funding**
Develop a sustainable diversified range of financial resources for the BHAA.
- Objective 5.4 Partnerships**
Work collaboratively with heritage partners to preserve heritage resources and strengthen local and regional economies through heritage-based initiatives.
- Objective 5.5 Communications and Public Involvement**
Reach out to the heritage area's partners, stakeholders, residents, and visitors using a variety of media and techniques, broadening the scope of communications as programs grow.
- Objective 5.6 Planning and Evaluation**
Manage and routinely evaluate programs and activities in accordance with a long-term management framework designed to accomplish the BHAA's mission.

5.7 Legislative Requirements

Section 8005 of the Omnibus Public Land Management Act of 2009 (Appendix A) serves as the enabling legislation for the heritage area and outlines several related substantive and procedural requirements.

The act requires the Baltimore Heritage Area Association (BHAA)—as the local management entity—to prepare and submit a management plan for the heritage area to the Secretary of the Interior. Specific direction is provided regarding what the management plan is to contain, as follows:

- comprehensive policies, goals, strategies and recommendations for telling the story of the heritage of the region and encouraging long-term resource protection, enhancement, interpretation, funding, management, and development of the heritage area
- consideration of existing state, county, and local plans
- actions and commitments that governments, private organizations, and citizens plan to take to protect, enhance, and interpret the natural, historic, scenic, and cultural resources of the heritage area
- existing and potential sources of funding or economic development strategies to protect, enhance, interpret, fund, manage, and develop the heritage area
- an inventory of the natural, historic, cultural, educational, scenic, and recreational resources of the heritage area relating to the stories and themes of the region that should be protected, enhanced, managed, or developed
- recommended policies and strategies for resource management planning
- a program for implementation of the management plan
- an analysis of, and recommendations for, ways in which federal, state, tribal, and local programs may best be coordinated
- an interpretive plan for the heritage area
- a business plan

The act requires the BHAA to consider the interests of diverse units of government, businesses, organizations, and individuals in preparing and implementing the plan and to assist units of local government, regional planning organizations, and non-profit organizations in implementing the approved management plan.

Such assistance is to aid in:

- carrying out programs and projects that recognize, protect, and enhance important resource values within the heritage area
- establishing and maintaining interpretive exhibits and programs within the heritage area
- developing recreational and educational opportunities in the heritage area
- increasing public awareness of, and appreciation for, natural, historic, scenic, and cultural resources of the heritage area
- protecting and restoring historic sites and buildings in the heritage area that are consistent with the themes of the heritage area
- ensuring that signs identifying points of public access and sites of interest are posted throughout the heritage area
- promoting a wide range of partnerships among governments, organizations, and individuals to further the purposes of the heritage area

The act also requires BHAA to:

- conduct meetings open to the public at least semiannually regarding development and implementation of the management plan
- submit an annual report to the Secretary of the Interior for each year during which it receives federal funds outlining its accomplishments, expenses and income, amounts and sources of matching funds, amounts leveraged with federal funds and sources of leveraged funds, and grants made to other entities during the fiscal year
- make available for audit, for each fiscal year for which it receives federal funds through the heritage area program, all information pertaining to the expenditure of those funds and any matching funds
- require all organizations receiving federal funds through the heritage area program to make available for audit all records and other information pertaining to the expenditure of those funds

5.8 Agreements with the National Park Service

5.8.1 Management Entity for the Baltimore National Heritage Area

The NPS and the Baltimore Heritage Area Association have entered into a cooperative agreement that outlines functions to be performed to accomplish BHAA's objectives as the management entity for the Baltimore National Heritage Area through 2016.

BHAA has agreed to the following:

- use funds made available under the agreement to support the national heritage area in a manner consistent with its enabling legislation
- include units of local government, regional planning organizations, and nonprofit organizations in implementing the approved management plan
- encourage, by appropriate means, economic viability that is consistent with the purposes of the national heritage area
- comply with all applicable state and federal laws, including, but not limited to, the National Environmental Policy Act and the National Historic Preservation Act

Both the NPS and BHAA have agreed to the following:

- recognize the national importance of the natural and cultural legacies of the area, as demonstrated in the Baltimore National Heritage Area Management Plan
- preserve, support, conserve, and interpret the historic, natural, and cultural resources within the national heritage area
- promote heritage, cultural, and recreational tourism and work to develop educational and cultural programs for visitors and the general public
- recognize and interpret important events and geographic locations representing key developments in the history of the United States
- enhance a cooperative management framework to assist the state and local governments which support the heritage area as well as the private sector, and citizens residing in the national heritage area in conserving, supporting, enhancing, and interpreting the significant historic, cultural, and recreational sites in the national heritage area
- provide appropriate linkages to units of the national park system within and surrounding the national heritage area, to protect, enhance, and interpret resources outside of park boundaries

5.8.2 Cooperative Agreement as a Contributing Partner in the Star-Spangled Banner National Historic Trail

The NPS and the Baltimore Heritage Area Association have entered into a cooperative agreement whereby BHAA is formally recognized as a contributing partner in the Star-Spangled Banner National Historic Trail (NHT) for a five-year period (commencing on May 16, 2012). Principal actions agreed to by BHAA include the following:

- interpret the resources and stories associated with the Baltimore Visitor Center and Fell's Point through interpretive and educational initiatives, programs, exhibits, and materials which relate those resources, as appropriate, to the Star-Spangled Banner National Historic Trail.
- ensure physical or programmatic linkages with other existing or potential sites and segments associated with the trail
- monitor the standardized trail interpretive signage, orientation signage, and site identifier (as supplied by the NPS) in prominent, publicly accessible locations
- assist in marketing the trail and other sites and segments of the trail to visitors
- promote and interpret conservation stewardship of trail-related natural and cultural resources through resource management, interpretive programming, and citizen involvement.

Principal actions agreed to by the NPS include the following:

- provide site/segment/interpretive planning assistance and other forms of technical assistance as funds and staffing permit
- supply and facilitate installation of standardized trail interpretive signage for the Baltimore Visitor Center and Fell's Point
- facilitate linkages between the Baltimore Visitor Center and Fell's Point and other potential or existing trail locations which orient and direct visitors to trail sites
- implement a variety of marketing initiatives to promote the trail and partner sites

5.9 Relationship to the Maryland Heritage Areas Authority and Its Strategic Plan

Since 2012 each certified heritage area is required to have a plan identifying actions to be completed within five years. All actions must be included in its adopted management action plan (MAP). Each action is described in terms of implementation responsibility, cost, funding source, start and end date, reference to the MAP, desired outcome, and measurable results. On an annual basis heritage areas must submit data for a series of metrics designed to measure its impact in three key categories of activity: development of heritage based product, building partnerships, and sustaining regional identity.

In accordance with this requirement BHAA completed its first *Five-Year Plan for the Baltimore National Heritage Area* (BHAA 2012) in the spring of 2012, coincident with working on the new national heritage area management plan. Management actions in the five-year plan reference actions identified in the *Baltimore City Heritage Area Management Action Plan Update* (Baltimore City 2007). The vision, goals, objectives, and action items stated in the five-year plan also build on the work of the heritage area's two previous management plans (BHAA 2001 and 2007) and have provided the foundation for this new national heritage area management plan (as presented in Sections 5.4, 5.5, and 5.6 above).

This new management plan is designed to achieve management consistency between the MHAA program and the heritage area. MHAA is recognized as one of the BHAA's key partners (see Section 8.2.4). The plan incorporates all actions required for management entities in the MHAA's new strategic plan (MHAA 2009) (see Appendix G). Management actions in this plan explicitly address stewardship of resources in the four categories identified by the state heritage areas program: historic resources, cultural resources, archeological resources, and natural resources (see Section 7.2). Management actions explicitly address state requirements for heritage area planning and evaluation (see Section 8.2.6).

Following approval of this new national heritage area management plan, it will become the approved management action plan (MAP) for both the federal and state heritage areas. At that time BHAA will amend the five-year plan, as appropriate, and submit it to MHAA for review and approval.

5.10 Grant Agreement with the City of Baltimore

BHAA and the city of Baltimore entered into an agreement on December 9, 2011 in which the city and the newly formed non-

profit Baltimore Heritage Area Association, Inc. (BHAA) made two agreements:

- a grant agreement that outlines the relationship and responsibilities between the Mayor and City Council of Baltimore and BHAA
- an assignment agreement that transfers ownership of a number of trademarks from the city to BHAA with the city maintaining a license to use the trademarks

The grant agreement provides \$70,000 from the city to BHAA annually, which equates to half of the city's FY 2012 allocation to the heritage area program. The term of the grant agreement is for one year, with the ability for nine one-year renewals.

The agreement also authorizes BHAA to programmatically administer several grant-funded projects on behalf of the city and identifies the services to be provided by BHAA, as follows:

- market, maintain, and conduct a number of walking tours of the most historic sections of the city within the heritage area's boundaries, including Heritage Walk, Mount Vernon Cultural Walk, Pennsylvania Avenue Heritage Trail, and the Historic Fell's Point Trail
- develop materials which include a printed map and guide, historic site plaques, and large storyboard interpretive signs for a Federal Hill/Sharp Leadenhall Trail and Westside Trail
- manage a small capital grant program using either city bond money or city capital improvement program money if appropriated and approved by the Board of Estimates of Baltimore City
- assist the city with the annual Maryland Heritage Areas Authority capital and non-capital grant process which generally brings hundreds of thousands of dollars to the city for development of heritage tourism products and services
- assist the Baltimore Development Corporation in its efforts to convert the Thurgood Marshall's elementary school (PS 103) into an interpretive center for the civil rights movement
- work with relevant city-owned historic landmarks
- develop and implement a plan for the War of 1812 Bicentennial for the city
- manage the Authentic Baltimore program
- manage the Historic Charles Street National Scenic Byway in terms of product development, marketing, and fundraising
- work with the Baltimore City Public School System to connect children to the wide array of history and cultural resources in their own back yard
- conduct an annual series of lectures for city employees and the public in order to raise awareness of the importance of local history

6 Interpretive Framework

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Interpretive Framework 6

6.1 Overarching Interpretive Theme

The overarching interpretive theme attempts to capture, in just a few words, the essence of the national heritage area's importance and meaning to Baltimoreans, Americans, and heritage area guests from around the world.

American Identity

Citizens in Baltimore helped secure American independence, forge a national identity, and establish a notable center of commerce and culture on the Chesapeake Bay.

6.2 Primary Themes and Subthemes

Each of the four primary themes (1-4) is developed as a single sentence, each with a title and an identification number. Subthemes will be very useful in linking BNHA resources and partner sites to the most appealing and meaningful stories in Baltimore, with subject matters that will attract a wide range of audiences.

Although the four primary themes are not strictly chronological, they are related to historical periods. **Theme 1** focuses on the War of 1812 and the writing of "The Star-Spangled Banner." **Theme 2** focuses on the early history of Baltimore and its foundations. **Theme 3** covers the maturation of Baltimore as a great city and includes the present. **Theme 4** has a strong connection to the Civil War era and the continuing struggle for civil rights during the last 150 years.



Theme 1
Upholding Independence



Theme 2
Seeking Prosperity



Theme 3
Shaping a Monumental City



Theme 4
Gaining Freedom for All



1 Upholding Independence

During the early 1800s, Americans fought in Baltimore to uphold the independence of the United States, and their determination still inspires us today.

1A Maritime Conflict Sets the Stage

In the early 1800s privateers and armed schooners operating out of Baltimore plagued British shipping, bringing war to the Chesapeake Bay and the city's harbor.

1B The Battle of Baltimore

The successful defense of Baltimore in 1814 boosted American morale, turned the tide of war, and established international recognition of the sovereignty of the United States.

1C The Star-Spangled Banner

The 15-star, 15-stripe Star-Spangled Banner—made in Baltimore by Mary Pickersgill, and flown in battle over Fort McHenry—remains one of America's most treasured icons.

1D The National Anthem

Francis Scott Key's immortal song, penned in Baltimore Harbor, has inspired Americans at some of the most meaningful events in their personal and national lives.



2 Seeking Prosperity

The Chesapeake Bay's rich resources drew enterprising men and women to Baltimore seeking prosperity.

2A Explorers and Entrepreneurs

Beginning in 1608 with Captain John Smith, explorers and entrepreneurs have been drawn to this farthest-inland East Coast port.

2B Colonial Baltimore

Residents of Baltimore Town, founded in 1729, harnessed the power of local streams and utilized natural resources to set the stage for the city's rapid rise as a center of trade and commerce.

2C International Port on the Patapsco

By the late 1800s, Baltimore on the Patapsco River, with its prospering shipyards, clipper schooners, and trading enterprises, had reached the status of a premiere world port.

2D Immigrant Influx

From 1830 to 1914, more than a million immigrants entered the United States through the portal of Baltimore, some settling in the city and others seeking their fortunes across the continent.

2E New Enterprises

Baltimore's inland harbor, streams for waterpower, and burgeoning immigrant workforce set the stage for large-scale enterprises such as milling, sugar refining, canning, shipbuilding, and railroading.

2F Rise of Labor Unions

The wealth generated by industry precipitated bitter struggles for fair wages and working conditions.

2G Roots of Education

Baltimore's leaders recognized that education held the key to prosperity and opened schools at every level, including many devoted to educating the disenfranchised.



3 Shaping a Monumental City

The largest city in the Chesapeake Bay watershed brought forth distinctive industries, technologies, architecture, and enduring cultural and artistic traditions.

3A Parks and Public Works

The city's diverse natural landscapes inspired planners to design a city that integrated green spaces, public squares, parks, and innovative utilities into the evolving urban environment.

3B Architecture and Monuments

From humble rowhouses to majestic statues, to gleaming skyscrapers, Baltimore's architecture reflects the city's diversity, prosperity, and aspirations.

3C Rails and Roads

Baltimore, as the East Coast anchor of the B&O Railroad and the National Road, helped open the United States to westward expansion, and gave the world a model for innovation in transportation.

3D Firsts in Business and Industry

The city lays claim to many "firsts," including gas lighting, telegraph lines, canned corn, investment banking, and the first purpose-built museum.

3E Philanthropy

Philanthropic Baltimoreans founded institutions that have received worldwide acclaim in the fields of education, research, and medicine.

3F Pursuit of Knowledge and Arts

Baltimore has been home to creative geniuses like F. Scott Fitzgerald, Francis Ellen Watkins Harper, Billie Holliday, Cab Calloway, Rembrandt Peale, Edgar Allan Poe, and Eubie Blake.

3G A Sporting Town

Baltimore is famous for sports heroes such as Joe Gans, Babe Ruth, Johnny Unitas, and Cal Ripken, Jr., and team sports, horse racing, and recreation have always been a vital part of the Baltimore experience.

3H Monumental Changes

The city has evolved over time, but has also undergone dramatic changes such as those related to the Great Fire of 1904 and the Inner Harbor revitalization in the 1980s.

3I Living Traditions

Traditions established decades ago remain in evidence today—among them, neighborhood produce vendors (arabbers), painted screens, and the most renowned menu item, blue crabs.

4C The Underground Railroad

Free blacks in Baltimore, among them the noted abolitionist Frederick Douglass, helped runaway slaves secure passage through the Chesapeake region to safety in the North.

4D Religious Freedom

Maryland was founded on the principle of religious freedom, and Baltimore became a crucible in which the nation's commitment to toleration was tested.

4E The Civil War in Baltimore

A city with allegiances to both North and South, Baltimore suffered the effects of polarization, and came under Federal occupation until the end of the war.

4F Early Voices for Equality

Baltimore's black social and religious associations provided the support network for civil rights organizations in the late 1800s, such as the Mutual Brotherhood of Liberty and the Race Betterment Movement.

4G The Struggle for Civil Rights

As the Civil Rights Movement intensified in the 20th century, the struggle for racial equality continued to divide Baltimoreans, but eventually led to a more just society for all.



4 Gaining Freedom for All

Baltimore has long welcomed diverse peoples, leading to controversy and conflict—as in the Civil War—but also to reconciliation and greater freedom for all.

4A Free Black Community

Baltimore's free black community, one of the largest in America, helped to defend the city in 1814, and set a precedent for personal liberty long before the abolition of slavery.

4B Slavery in Baltimore

During the decades before the Civil War thousands of enslaved blacks labored in Baltimore's households and industries, while slave traders downtown auctioned and exported thousands more.

6.3 Interpretive Theme Narrative

The following historical commentary, adapted from the *Baltimore Heritage Area Management Plan Update* (Baltimore City 2007), serves as a useful reference in support of the thematic framework, providing context for the concise theme statements. The narrative is keyed to the four primary themes.

This background information makes the Interpretive Plan more useful for interpreters who may be new in their positions, or who need a brief orientation or refresher on the city's history and significance.

6.3.1 Overarching Theme—American Identity

Citizens in Baltimore helped secure American independence, forge a national identity, and establish a notable center of commerce and culture on the Chesapeake Bay.

*What then is the American, this new man?
(John de Crevecoeur, 1782)*

For generations, the answer to John de Crevecoeur's question of American identity has remained a topic of debate. A definitive answer is impossible as American society and culture constantly changes and evolves, for American Identity—like the nation itself—is a work in progress.

At the same time, there have been defining moments, times of sudden and spontaneous national self-recognition. One such moment came more than thirty years after Crevecoeur asked his astute question, when an initial answer emerged during the War of 1812 in Baltimore, the Chesapeake Bay's preeminent port city. The experiences of subsequent generations—through their struggles, visions, controversies, and debates—continue to shape American identity, but its core remains securely embedded in the events of Baltimore in the early 1800s.

It was not by chance that an answer to Crevecoeur's question emerged first in Baltimore. The city's location in the upper Chesapeake was critical to its prominent role in the War of 1812. Commercially, Baltimore was a center of maritime trade because of its fine harbor. Militarily, it was homeport to privateers and their armed schooners, which had been a thorn in the side of Britain from the beginning of the war. It was with good reason the British attacked Fort McHenry and landed at North Point in the late summer of 1814.

In September 1814, the British Navy bombarded Fort McHenry while 16,000 Baltimore defenders gathered to protect their city and nation. As the nation looked on, Baltimoreans definitively ended America's second war for independence. Francis Scott Key articulated what it meant to be an American at that moment, and straight away, his lyrics were hailed and embraced throughout the country. Thus, an American identity, catalyzed by Key's "The Star-Spangled Banner," was first defined in Baltimore.

Baltimore continued to play an important role in American life after its 1814 military triumph. It gave rise to the National Road (the first Congressional authorized roadway) and the first railroad, the Baltimore & Ohio (B&O). As strife between North and South intensified through the 1800s, Baltimore was in the middle geographically, politically, commercially, socially, and culturally, and the city held characteristics of both North and South.

More than one observer has noted that Baltimore's heart was in the South, but its economic interests lay with the North, creating fascinating juxtapositions in the city during the Civil War and its prelude. While slave ownership was not uncommon in the city, the nation's largest population of free blacks lived in Baltimore as the Civil War began. Baltimore was also the transformative home of Frederick Douglass, one of the nation's giants in the African American push for equality and opportunity.

After the Civil War, Baltimore continued to be a place of convergences: an ethnically diverse, industrial, East Coast seaport with a climate and disposition recognizably southern. It was simultaneously freewheeling, rough-and-tumble, genteel, sophisticated, gritty, entrepreneurial, working class, democratic, hierarchical, outspoken, and deferential—characteristics exhibited across the nation in rural communities, rapidly industrializing cities, and small towns. Many of these qualities are still apparent in the city today, for as a meeting ground and mixing bowl, Baltimore, like the nation, has long been a place of conflict, contradictions, creativity, and accommodation.

Baltimore is in a unique position to tell the story of the birth and evolution of American identity. In this city, visitors and residents alike can gain immediate insight into many of the core tendencies and proclivities that constitute American identity. In this dynamic port city, instructive stories about freedom, opportunity, inventiveness, and diversity are deeply rooted and readily apparent.



Fort McHenry is the city's most prominent War of 1812 site. Interpretive programs educate visitors on the war, the creation of the 15-star, 15-stripe flag, and Francis Scott Key's writing of the song that would later become the National Anthem.

Image: Visit Baltimore

6.3.2 Primary Theme 1—Upholding Independence

During the early 1800s, Americans fought in Baltimore to uphold the independence of the United States, and their determination still inspires us today.

...land of the free and the home of the brave!"
(Francis Scott Key, 1814)

The quest for freedom has long been a compelling component of American identity. The rich complexities and incongruities in that quest are starkly revealed in Baltimore. Its location at the entrance to the continent, between North and South, gave rise to a blend of cultures and the recurrent influx of immigrants. Baltimoreans advanced diverse, seemingly inconsistent, and sometimes competing viewpoints in their struggles for political, economic, religious, educational, and personal freedoms.

Consider the War of 1812 and the Battle of Baltimore of September 1814. After the British set fire to the White House and many other federal buildings in Washington, D.C., a wide array of Baltimoreans rallied successfully to defend their city and the nation's independence. White and black, slave and free, immigrant and native-born joined together to quickly construct a mile-long line of earthworks to protect the city from an inevitable British land attack.

At the same time, many African American slaves escaped their masters during the war to join the British forces, which they viewed as liberators. It has been estimated that British troops emancipated approximately 4,000 slaves during the Chesapeake Campaign, and of these newly freed African Americans, several hundred fought alongside the British. It is not surprising that the same patriotic Anglo-Americans fighting in the war also feared a slave insurrection.

In September 1814, as the British navy bombarded Fort McHenry, Francis Scott Key articulated what it meant to be an American. His song was hailed and embraced throughout the country. An American identity, as recorded in Key's "The Star-Spangled Banner," was perhaps first defined in Baltimore.

The United States' victory in 1814 and Francis Scott Key's vision were unexpected and formative events. To a young country engaged in a floundering war effort, the Battle of Baltimore represented the definitive end of the American Revolution, secured American sovereignty, and gave the country's inhabitants two enduring symbols: the flag itself (sewn in Baltimore by Mary Pickersgill) and the song that celebrated its survival. Both immediately became national icons, representing the broad ideals and values of the country while also embodying the intangible nature of what it means to be an American.

6.3.3 Primary Theme 2—Seeking Prosperity

The Chesapeake Bay’s rich resources drew enterprising men and women to Baltimore seeking prosperity.

Going to live in Baltimore laid the foundation, and opened the gateway, to all my subsequent prosperity.
(Frederick Douglass, 1845)

Ever since John Smith sailed into the Inner Harbor in 1608, waves of explorers, entrepreneurs, inventors, and artists have been drawn to Baltimore’s shores. Baltimore is the farthest inland East Coast port and closest to the nation’s interior. The Chesapeake Bay, one of the largest estuaries in North America, is a magnificent, fertile, natural resource. This special mix of people and place gave rise to a unique cultural landscape. From clipper ships to cast-iron architecture to urban waterfront revitalization, the unique cultural landscape of Baltimore—and its contributions to the nation—comes from the Chesapeake.

Endeavoring to succeed in business, science, and education is quintessentially American, evidenced by the rapid changes of the industrial age through today’s digital age. Baltimore exemplifies this trend with the very best of American ingenuity and the labor for accomplishment.

Baltimore’s prime location on the Chesapeake Bay has been key to its success as a place of opportunity and enterprise, lifting new and native-born Americans in their personal quests and realization of American identity. After a slow and inauspicious beginning, Baltimore started to come into its own during the late 1700s, and by the time of the Revolutionary War, its economy had surpassed that of nearby Annapolis. Forward-thinking entrepreneurs established shipyards at Fell’s Point, and the city became a bustling center of commercial activity. By the beginning of the nineteenth century Baltimore was a lively port city. Free blacks, slaves, and white journeymen worked side by side—albeit sometimes uneasily—constructing the famous Baltimore schooners as well as one of the first frigates commissioned by the U.S. Navy. Vessels built by the booming Baltimore shipyards transported flour and grain from local mills and tobacco from rural Maryland and Virginia to ports in the Caribbean and Europe.

For a time during the War of 1812, the fast-moving clipper schooners attacked British vessels on the high seas, accounting for the capture or demise of approximately 1,700 British merchant ships and leading the London Times to condemn Baltimore as “a nest of pirates.” Later, Baltimore merchants established an important coffee trade with South America. By



Neighborhoods throughout the city continue to reflect patterns of immigration from the late 19th and early 21st centuries. Visitors and residents flock to Little Italy for its restaurants, pastry shops, and delicatessens.

Image: Visit Baltimore

the end of the century, large schooners from Baltimore plied the Atlantic coastline, transporting coal and lumber from one port to another. During the first half of the nineteenth century, the port of Baltimore became the center of a robust coastal and international maritime trade.

As a port city, Baltimore also became a major point of entry to the United States for large numbers of immigrants, beginning with Germans and Irish immigrants in the 1830s, 1840s, and 1850s. Later in the century, Bohemians and Poles found their way to Baltimore, followed by smaller numbers of Lithuanians, Ukrainians, and Russian Jews. Baltimore continued to welcome immigrants, primarily Italians and Greeks, into the early twentieth century.

During the late nineteenth and early twentieth centuries, more than one million immigrants were admitted to the United States at Locust Point in the Baltimore Harbor. Many settled in the city, but even more took Baltimore & Ohio Railroad trains into the American interior. For these newcomers, Baltimore represented a gateway to economic opportunity and social advancement. The city offered them the prospect of new possibilities and a stake in the promise of American life. With the arrival of these immigrants the definition of American identity again expanded.

The harbor, along with a sizeable immigrant and native labor force, hastened the growth of new industries. From its beginning, shipbuilding had been a key component in Baltimore's economic development, but the rivers and streams surrounding the city also offered opportunities to imaginative and intrepid entrepreneurs.

At the turn of the nineteenth century, a few Baltimoreans built grain mills that harnessed the power of the Jones Falls. Taking advantage of the same streams harnessed by local flour mills, the city's first cotton mill opened in 1810 along the Jones Falls in the neighborhood now called Mount Washington. By the end of the century, factories in the Hampden-Woodbury neighborhood produced nearly 80 percent of the world's cotton duck for making ships' sails. Other major industries intimately connected to Baltimore's position as a major port city included substantial canneries and large sugar refineries.

With an eye to further improving Baltimore's leverage as a primary port for the new nation, a group of farsseeing entrepreneurs established the Baltimore & Ohio Railroad—the first in the United States—in 1828. Operations commenced in 1830, and by 1852, B&O tracks reached the Ohio River (at a location now within the Wheeling National Heritage Area). As anticipated, the railroad was a boon to the city's increasingly vital harbor. The railroad linked the city and its busy port to various markets in a multitude of ways: carrying agricultural goods from the south and the west, transporting manufactured products from the north, taking recently arrived European immigrants into the American interior, and employing thousands of Irish laborers to build tracks, stations, locomotives, and train cars.

For investors, employers, and managers, the new industries and their spin-offs created a wealth of possibilities. Similarly, employees working in the textile mills, canneries, shipyards, and railroads discovered both new opportunities and unanticipated challenges. When the promise of economic advancement was met by the harsh realities of a life of industrial work, many workers organized to gain a measure of economic improvement and job security.

One of the most dramatic expressions of this struggle by laborers took place in 1877, when Baltimore & Ohio Railroad workers went on strike after wages were cut. The state militia was called up and violence ensued. Troops fired on strikers, resulting in 11 deaths and 40 wounded. As with the issue of slavery, Baltimore residents could be found on both sides of the labor struggle, as strikers and militiamen, managers and workers.

Education was yet another means of spawning new opportunities for Baltimoreans. In Baltimore and the rest of the nation, the drive for expanded and improved educational prospects often had a religious dimension. In 1821, Quakers opened the McKim Free School for boys and girls of all races and religions. In 1808, Mother Elizabeth Ann Seton opened an academy for young women in Baltimore. In 1829, the first private black school for girls was opened by the Oblate Sisters of Providence, the first black Roman Catholic order in the United States. During the 1850s, no less than fifteen schools for black children were established in Baltimore. In the 1880s, Henrietta Szold established the city's first adult education program to help new immigrants learn English and civics.

Shortly after the Civil War, Morgan State University (originally a private African American institution named the Centenary Biblical Institute) opened its doors, and approximately thirty years later, Coppin State began offering courses on education for African American schoolteachers. Even in the world of education, however, contradictions abounded.

During the first half of the twentieth century, Baltimore's public schools were racially segregated. In 1954, Baltimore became one of the first cities in the south to integrate its public schools, and it accomplished this substantial change speedily and without major incidents.

The story of opportunity, like the story of freedom, was not without its contradictions, complexities, ambiguities, and cross-currents. In that sense, Baltimore tells the story of the entire nation, a place of "both-and" rather than "either-or."



During the 19th and 20th centuries, philanthropic entrepreneurs profiting from Baltimore's economic success founded numerous institutions in the city. Enoch Pratt established a free library for the city, one of the earliest free library systems in the United States.

Image: Jason Vaughan, BHAA

6.3.4 Primary Theme 3—Shaping a Monumental City

The largest city in the Chesapeake Bay watershed brought forth distinctive industries, technologies, architecture, and enduring cultural and artistic traditions.

The city of yesterday is not the city of today.
(*Baltimore Sun*, 1857)

As with Baltimore's people and history, diversity and convergence have been features of Baltimore's ecosystem as well. With harbor waters, valley streams, riparian woods, swamps, the soft dry land of the coastal plain, the precipitous fall line, and rocky upland regions, the environment provides a variety of natural habitats for flora and fauna. Just as the border between North and South made for an unusual social and cultural intermingling, the diverse habitats, distinctive watersheds, and natural boundaries make for increased biodiversity in plant and animal life here.

During the twentieth century, the Olmsted Brothers' vision and the policies promoted by city leaders made it possible to preserve and protect some of this prized natural landscape. Today urban planners, landscape designers, ecologists, biologists, and social scientists are again working together to further protect, preserve, study, and renew Baltimore's fragile but remarkably diverse urban ecosystem.

With foresight, vision, and pluck, Baltimoreans have made and remade their city many times over. In 1835, astute French traveler Alexis de Tocqueville observed Baltimoreans had a penchant to engage in "visions of what will be; in this direction their unbound imagination grows and dilates beyond all measure." Residents' visions of the city have frequently been practical and effective and have set an example for other cities around the country and the world.

Consider Baltimore's livable green spaces, a hallmark of the cityscape. Residential squares helped make Baltimore a big city with the connectedness and convenience of a small town. Although Mount Vernon Place is the most famous and the first of the residential squares in Baltimore, others followed in rapid succession: Franklin Square, Union Square, Lafayette Square, Johnson Square, and Harlem Park, to name a few.

Similarly, the city's parks were the product of careful forethought. Mayor Thomas Swann's "Park Tax" on horsecar fares in 1859 laid the foundation for the city's renowned park system. In 1903, the Municipal Art Society commissioned the Olmsted brothers to create a vision of a citywide park, including city squares, multipurpose parks, playgrounds, boulevards,

parkways, and stream valley parks. This vision has been a guiding light in the city's development over the last century. There is a growing appreciation for the importance of the Olmsted brothers' influence on American urban landscape design, making Baltimore's urban parks system even more significant.

Public works, especially water supply and wastewater treatment, have been another beneficiary of innovative Baltimoreans. The city's entire water treatment and management system is noted for its performance and standing as a triumph in urban planning. The contributions of Abel Wolman have been much heralded. An engineer in the Maryland Department of Public Health, Wolman perfected the formula for the chlorination of urban water systems. His contribution has had worldwide ramifications, putting Baltimore at the cutting edge of urban water treatment methods.

As the preeminent city on the Chesapeake, Baltimore has shaped the region's culture while simultaneously reflecting it. Long home to many diverse groups living in close proximity to one another, early on Baltimore became a city of neighborhoods with a rich cultural tapestry. The famed Baltimore rowhouse helped create cohesive communities. Throughout the nineteenth century, virtually all the city's inhabitants—regardless of class, race or ethnic group—lived in rowhouses. The style and ornamentation of façades changed with the era, individual tastes, and availability of wealth, but the basic form was common to all.

Diversity also nurtured a wide variety of ethnicities, each bringing its own traditions and values with them. Many of these survived generations of change and are still evidenced in the city. Arabbers—produce vendors who typically served African American neighborhoods using horse-drawn carts—are unique to Baltimore today. Another African American tradition, hand dancing, has an organization dedicated to its preservation.

Food is a common cultural expression, and crabs are an omnipresent feature in Baltimore food, art, signage/iconography, and even popular culture. Painted screens, created by necessity by a grocer seeking to shade his wares, became an identifier of some Baltimore neighborhoods.

Clipper ships were designed and built in Baltimore, eventually playing a key role in breaking British blockades during the War of 1812. Baltimore's shipyards later built Liberty Ships, which carried cargo and troops during World War II. After the end of the Civil War, the city was a center for the textile industry, which received raw materials and shipped finished clothing and cotton duck via the railroad. Indeed, the railroad itself was an innovation and a major employer of new immigrants. Canning was a major industry in the 1800s—oysters and corn were first canned

in Baltimore—and the canneries spurred secondary industries, such as can manufacturing.

Thriving business and industry in Baltimore gave birth to many innovations and new inventions. Notable “Baltimore firsts” include:

- investment banking (1800)
- gas-lit building and street lights (1817)
- long-distance railroad (1827)
- railroad depot (1830)
- telegraph line (1844)
- all-iron building (1851)
- typesetting machine (Linotype) (1883)
- bottle cap (1892)

Innovation and hard work in Baltimore created wealth for a rising class of industry and business leaders. This predicted and reflected similar trends in other U.S. cities, where many cultural institutions—the Carnegie Libraries, for example—were started with the private funds of titans in industry and business.

A group of these self-made, philanthropic, nineteenth-century Baltimoreans founded major cultural institutions that won worldwide acclaim and created widespread community pride. Johns Hopkins University and Hospital, The Walters Art Museum, the Peale Museum, the Peabody Institute, the Baltimore Museum of Art, and the Enoch Pratt Free Library served the community in a host of different ways, generated an environment in which culture and the arts could thrive, and added to a sense of cohesion and shared identity.

These same institutions were illustrative of another vein of influence in Baltimore—the pursuit of knowledge. The first free library was born in Baltimore through the generosity of Enoch Pratt. Johns Hopkins led the nation in creating a research-based university. Today, the National Aquarium and the Maryland Science Center educate visitors about the natural world and scientific topics.

Baltimore was home at one time or another to numerous artists, including writers F. Scott Fitzgerald, Emily Post, and H.L. Mencken; and musicians Billie Holliday, Ethel Ennis, and Cab Calloway. Painter Rembrandt Peale established a Museum and Gallery of Paintings in 1814, housed in the Western Hemisphere’s first building constructed specifically as a museum. Baltimore also had the first municipal symphony orchestra, founded in 1916.

In the 1920s, ’30s and ’40s, Baltimore’s Pennsylvania Avenue was a hub for black arts, music, and culture, and a major star along the Chitlin’ Circuit. Baltimore’s Holiday, Calloway, and Eubie Blake, among many others, regularly performed at venues on “The Avenue.”

The city’s love of sports and its widely hailed sports heroes (from Joe Gans to Babe Ruth to Johnny Unitas to Cal Ripken, Jr.) further cemented communal ties and the sense of shared experience—living in a big city with small town familiarity. This love of sports is still an integral part of the American identity, with many communities identifying with the local professional or college teams and attending games as a social exercise.

Sailing and water sports have long been a part of the Baltimore experience, with the Inner Harbor and its tributaries providing access to the Chesapeake Bay and the Atlantic. Lacrosse, growing in popularity nationwide, has been particularly common in Baltimore’s colleges and universities; it was introduced at Johns Hopkins in 1893. The Preakness—one of horse racing’s Triple Crown races—has been hosted in Baltimore since 1909.

Of all the city’s sports, baseball is perhaps its most obvious and most widely loved, and no surprise: Baltimore was involved in the formation of the first national professional league and was home to many teams, including those playing in the Negro League prior to the desegregation of the sport.

As its development has waxed and waned over time, Baltimore has often been an economically thriving and culturally luminous metropolitan area. In the 1830 Census, for example, Baltimore was the second in population only to New York City at 80,625.

In the contemporary era of revival and renewal and in realizing visions like the Inner Harbor and Oriole Park at Camden Yards, Baltimore has set the bar for American cities in recognizing, respecting, and celebrating cultural heritage and landscape.



Several museums and attractions throughout the city share the stories of African American heritage. The National Great Blacks in Wax Museum is a unique destination that interprets black history, ranging from the horrors of slavery to the triumphs of the Civil Rights Movement.

Image: National Great Blacks in Wax Museum

6.3.5 Primary Theme 4—Gaining Freedom for All

Baltimore has long welcomed diverse peoples, leading to controversy and conflict—as in the Civil War— but also to reconciliation and greater freedom for all.

*Yes, at Baltimore we think we can recognize a Yankee in the street....
(John H.B Latrobe to Alexis de Tocqueville, 1831)*

Contradictions based in racial and ethnic differences have been inherent in America's story since the arrival of European explorers. Baltimore evidences both the difficulties associated with discrimination and the successes of ascension beyond racism. Particularly leading up to and just following the Civil War, Baltimore typified the mix of slaveholders, abolitionists, and enslaved and free black communities around the United States.

The large antebellum free black community of Baltimore provides still more insight into the African American quest for freedom with its many subtleties, complexities, and challenges. While slavery was legal throughout Maryland until 1864, most African Americans in Baltimore were free and often worked alongside white laborers. It was the largest free black community of any American city at that time, and these residents organized churches, founded mutual aid societies, and established schools.

Free blacks were also active in the Underground Railroad, helping runaways from the Eastern Shore and other parts of the Chesapeake gain safe passage to Pennsylvania and beyond.

Frederick Douglass—born into slavery, exposed to free blacks and literacy in Baltimore, and after claiming his own freedom, hailed as an Underground Railroad operator and respected abolitionist—was himself a product of Baltimore in many ways.

Because of its location in the upper Chesapeake—bordering Virginia to the south and Pennsylvania to the north—Baltimore has long been a complex amalgam, a place of cultural convergences and clashes. While the nation was becoming more and more polarized in the years before the Civil War, Baltimore was a place where North and South intermingled and entwined.

Baltimore's population during the 1830s, '40s, and '50s was already quite diverse with an improbable array of residents: free blacks, slaves, native whites, large numbers of German and Irish immigrants, a few wealthy slaveholders, successful manufacturers, railroad men, and a smattering of abolitionists.

Frederick Douglass' life offers another instructive story. When he was approximately eight-years old, Douglass was sent to Baltimore by his master to work for Hugh Auld. During his years in Baltimore—before escaping to freedom in the north—Douglass learned to read, found religion, worked in the Fell's Point shipyards, and gained his initial moorings in life, yet he accomplished all this while enslaved. Many years after the Civil War, Douglass returned to Baltimore as a well-known orator and businessman, buying property and building five rowhouses in Fell's Point.

Many early American settlers came to North America to escape the limitations of religious persecution, and the United States has had a long history of religious freedom-seeking. While there have been tensions among religious groups, government, and other institutions along the way, religious tolerance still forms the foundation of American principles. Likewise, the quest for freedom in Baltimore has had a religious dimension.

Maryland was founded in the seventeenth century on the principle of religious tolerance, and there have long been a wide array of denominations in Baltimore. Methodism was founded in the city in the mid-to-late 1700s, joining Presbyterians, Episcopalians, Lutherans, Baptists, Quakers, and, later, Unitarians. In 1829 the local Jewish community incorporated the Baltimore Hebrew Congregation, and there was also a small but committed Swedenborgian group.

Even with this diversity of faith, the early commitment to tolerance was often tested and found wanting. Baltimore is the home of the nation's first Roman Catholic cathedral—the Basilica of the Assumption—built between 1805 and 1821 and designed to express self-consciously American ideals. But when large numbers of Catholic German and Irish immigrants settled in the city in the 1830s and 1840s, anti-Catholic riots erupted. In the 1850s the

anti-Catholic Know-Nothing party had an especially vocal following in Baltimore and carried municipal elections. Even though religious freedom was frequently challenged in America, and in high relief in Baltimore, over time freedom of religion became a more inclusive right and a more pronounced part of what it means to be an American.

Given the city's rich mix of peoples and cultures, it was reasonable for Tocqueville to visit Baltimore in 1831 as he traveled the country gathering information and impressions for his penetrating word-portrait of American democratic society and the emerging American character. Tocqueville stayed in the city for a week: Baltimore offered good material to someone who wanted to gain insight into the grassroots workings of the new nation, for it evidenced features and attitudes of both the North and the South.

Life on the border—whether natural or made by humans—is complex and fraught with challenges. During the 1800s, political borders between North and South—unlike the natural boundaries—became more rigid and impermeable. As the nation moved toward Civil War in the late 1850s and early 1860s, Baltimore, where diverse groups lived in close proximity to one another and mingled regularly, stood out as an exception rather than an exemplar. With both the Union and the national identity imperiled, Baltimore seemed caught in the middle.

The pro-abolition Republican Party had little support in Baltimore: in 1856, John Fremont, the Republican candidate for president, won only 214 votes in the city. Four years later, Lincoln won approximately 1,000 votes and lost to John C. Breckinridge, the Democratic pro-slavery candidate. In a time of polarization, Baltimore represented a heterogeneous community whose views did not reflect the times. The contrast with 1814 is striking, when Key's poem was embraced by virtually the entire country and Baltimore spoke for the nation. As the United States virtually collapsed after Lincoln's election, Baltimore's voice was barely heard in the din.

Even though large numbers of Baltimoreans were pro-slavery and rioted when Union troops marched through the city on April 19, 1861, there was not an overwhelming secessionist surge in the city. Nevertheless, Lincoln, cautious and realistic, took no chances. He ordered Federal troops to occupy the city for the duration of the conflict.

The war—and slavery—ended, the Union was restored, and the definition of American identity was amended to become more inclusive. The struggle over race relations—so much at the heart of the American experience—continued to test and divide Baltimoreans and the nation. Segregation, Jim Crow laws, and social indignities were instituted, endured, challenged, and

confronted. Thurgood Marshall biographer Juan Williams spoke of the special influence of Baltimore on the great architect of desegregation:

“If he'd been farther South, he would have been too much under the thumb of very much intense oppression in terms of the aftermath of slavery and reconstruction and harsh Jim Crowe [sic]. And if he'd been up North, of course, then he would have been experiencing the kind of alienation that comes from being one family among many [in] terms of the small number of black people.”

Like Frederick Douglass before them, new generations of activists made Baltimore exemplary in the struggle for freedom and equality. However, Baltimore's story remained dense and ambiguous; in his autobiography, Douglass wrote of hostilities toward free black workers by white Baltimoreans, and in the 1850s, white gangs persistently harassed and attacked free black laborers in Baltimore shipyards. Later, during the Civil War, most Baltimoreans were divided between North and South, and after the war, local politicians were all too ready to deny blacks any rights they had gained.

New generations arose in Baltimore's white, black, and ethnic communities to address unfinished business and deal with other emerging social, political, and environmental issues. In time, legal barriers to racial integration were overcome. Baltimoreans, together with the rest of the nation, redefined, reworked, and expanded once again what it means to be an American.

During the twentieth century, Baltimoreans redefined freedom to include access to economic and educational opportunities: the city's black residents—with white supporters—overturned local Jim Crow laws, dismantled the segregation system in city schools and public facilities, and promoted civil rights for African Americans throughout the nation. Thurgood Marshall, born and educated in Baltimore, achieved national recognition for his contributions, while others, such as Lillie Carroll Jackson, president of the Baltimore Branch of the NAACP from 1935 to 1969, worked diligently but without the same degree of acclaim.

7 Management Actions

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Management Actions **7**

Through the management planning process, the Baltimore Heritage Area Association (BHAA) has developed a management framework that will guide its actions over the next 10 years. Management actions to be implemented by BHAA in collaboration with its partners will collectively seek to accomplish BHAA's mission and the vision for the national heritage area. Five types of management actions—corresponding to BHAA's five goals—describe the following:

- **Interpretation Actions**
how BHAA will foster a unified image and understanding of Baltimore's stories through coordinated interpretive messaging and materials by BHAA and its heritage partners
- **Stewardship Actions**
how BHAA will strengthen public appreciation and stewardship of the heritage area's historic, cultural, archaeological, and natural resources
- **Heritage Tourism Development Actions**
how BHAA will collaborate with its heritage partners to increase tourism by enhancing visibility, growing audiences, and offering a quality visitor experience
- **Neighborhood Actions**
how BHAA will assist neighborhoods with enhancing their quality of life through heritage resource stewardship, becoming visitor friendly, and promoting heritage tourism.
- **Management Actions**
how BHAA as the heritage area's local coordinating entity will govern itself, operate sustainably, collaborate with partners, and interface with state and federal heritage area programs

The following sections (7.1 through 7.4) present proposed management actions for interpretation, stewardship, heritage tourism development, and neighborhoods. Section 8.0 below presents proposed actions for the overall management of the heritage area within the context of the *Baltimore National Heritage Area Association's* new business plan. An implementation strategy for all management actions can also be found in the business plan (Section 8.0). Management actions that are high priority actions are highlighted in Table 8 2, including a proposed timetable for their implementation, responsibilities, estimated costs, responsibilities, and performance measures. Tables F-1 through F-5 in Appendix F present implementation strategies for the remaining actions that are not identified as high priority short-term actions.



Interpretive signage is used in locations throughout the city to help visitors and residents understand Baltimore's history.
Image: Jason Vaughan, BHAA

7.1 Interpretation

Goal 1

Interpret Baltimore as the unique port city where an American identity was forged and refined.

Objective 1.1 Unified Image and Understanding of Baltimore's Interpretive Themes

Lead collaborative efforts to present the stories of Baltimore's contributions to America's history and cultural expression in ways that invite engagement and raise Baltimore's profile as a place with significant local and national heritage.

1.1.1 Fostering Collaboration between BHAA and Heritage Area Partners

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

Action 1.1.1a Develop and distribute a poster that summarizes and illustrates the heritage area's interpretive framework.

Action 1.1.1b Use the BNHA website's heritage resource database to categorize partner sites according to the framework.

Encourage heritage area partners to prepare (or update) interpretive plans to organize and enhance their interpretation and to strengthen connections to heritage area interpretation.

Action 1.1.1c Explore creating a grant program specifically for interpretative planning, and implement if feasible.

Encourage, assist, and support heritage area partners with coordinating their interpretive presentation with the interpretive presentation of the heritage area.

Action 1.1.1d Hold or pursue holding an annual interpretive planning conference for heritage area partners.

1.1.2 Connecting Heritage Area Partners to One Another

Encourage collaboration among heritage interpretive sites and heritage neighborhoods in presenting heritage area themes through shared programs and events.

Action 1.1.2a Encourage grant submissions for joint programs and events.

Encourage heritage area partners to direct visitors to one another's sites.

Action 1.1.2b Working with heritage area partners and Visit Baltimore, develop visitor experience passes with incentives for visitors to go to multiple sites. (Note: Visit Baltimore does some of this already.)

1.1.3 Financial Assistance to Partners

Implement a competitive matching grant program for development and enhancement of interpretive planning and programming by heritage area partners consistent with the heritage area interpretive framework. Use the grant program as an incentive to engage heritage area partners and encourage them to increase their levels of involvement.

Action 1.1.3a Distribute grant guidelines and establish deadlines for a heritage area grant program.

Action 1.1.3b Communicate to partners that the BHAA will consider interpretive planning and programming grants that are consistent with the heritage area interpretive framework as more competitive when ranking those applications for submission to MHAA.

1.1.4 Technical Assistance to Partners

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

Action 1.1.4a As part of the annual interpretation conference invite interpretation experts to present.

Action 1.1.4b Provide copies and access to interpretation publications that the BHAA develops to its partners.

Action 1.1.4c Use the Authentic Baltimore program to provide interpretation guidance to businesses designated to be "Authentic Baltimore".

Orient heritage area partners regarding the Maryland State Heritage Area program and the National Heritage Area program, including information regarding opportunities for technical and financial assistance.

Action 1.1.4d Encourage heritage area partners to subscribe to BNHA digital communications and connect with the heritage area via social media to receive information on BNHA-affiliated grant opportunities.

Objective 1.2 Interpretive Messaging and Materials

Convey Baltimore's stories through a variety of interpretive media.

1.2.1 Website and Social Media Interpretation

Include interpretive presentations on the BNHA website.

Action 1.2.1a Present a comprehensive overview of the heritage area's purpose, national significance, and thematic framework for interpretation.

Action 1.2.1b Orient visitors to the heritage area by providing pre-visit information on interpretive sites to visitors and residents wishing to explore the heritage area.

Action 1.2.1c Offer “virtual visitors” who may never actually visit Baltimore an opportunity to explore the heritage area and its interpretive experience.

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

Action 1.2.1d Develop a series of brief videos, distributed through a dedicated BNHA YouTube channel, that use the interpretive framework to provide information on BNHA and its resources.

Action 1.2.1e Working in cooperation with the University of Baltimore and the City of Baltimore, implement a public history campaign that uses mobile technology to relay neighborhood-specific information.

1.2.2 Interpretive Publications

Develop and periodically update a set of BNHA interpretive publications as part of a comprehensive communications plan. These publications should:

- **provide interpretive content on the heritage area as a whole**
- **introduce heritage area themes**
- **provide historical context**
- **link to detailed interpretation at heritage area partner sites, neighborhoods, and organizations**
- **relate closely to the interpretive content on the heritage area website**

Action 1.2.2a Develop a map and guide that will help visitors understand the heritage area’s significance and major stories and that will orient visitors to the many heritage experiences that are available.

Action 1.2.2b Periodically update the heritage area map and guide to account for new heritage resources and visitor services.

Action 1.2.2c Continue management of the city’s historic site plaque program in coordination with the city’s Commission for Historical and Architectural Preservation. Formalize development of the program with protocols, procedures, and criteria and work only with heritage resources located within the boundaries of the heritage area.

Assess the performance of existing interpretive media, exhibits, and signage in terms of identity, presentation, cost, maintenance and repair. As appropriate, devise update, modify and expand design, details, and guidelines.

Action 1.2.2d Develop a single map/guide product that incorporates both the Heritage Walk and Mount Vernon Cultural Walk urban heritage trails.

Action 1.2.2e Explore actions to update and improve the historic site plaque system by evaluating content, conducting audience evaluation, using color, and developing design guidelines and templates which will make signs more effective without being obtrusive. Consider the use of QR codes and other technology to tie the physical marker with online resources.

Action 1.2.2f Review research on how people are using technology for learning and how people want to access information. Adapt interpretive media accordingly.



The Federal Hill (seen here) and Sharp-Leadenhall neighborhoods will be the home of the heritage area's sixth urban heritage trail. The neighborhoods are rich with history, including stories related to the War of 1812 and the civil rights movement.

Image: Visit Baltimore

Objective 1.3 Programs and Events

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

1.3.1 Travel Itineraries

Develop thematic travel itineraries, thematic tours, and supporting multi-media that link heritage interpretive sites and heritage neighborhoods. Travel itineraries will be based on the interpretive framework and the special initiatives identified in 1.3.6 below.

Action 1.3.1a Develop a series of travel itineraries linking multiple heritage resources to key interpretive themes of the heritage area.

Action 1.3.1b Make the itineraries available in downloadable online format, suitable for both in-person use and "virtual visitors."

Action 1.3.1c Explore ways in which users of the BNHA website can create custom itineraries based on themes, location and interest.

1.3.2 Urban Heritage Trail Media and Tours

Continue to develop and maintain a network of urban heritage trails, including the following elements for each trail: a map/guide product, historic site markers, large storyboard interpretive signs, online content for BNHA website, and implementation of the Urban Ranger guided tour program with the development of tour guide training materials. Continue existing self-guided technology-based tours for Mount Vernon Cultural Walk, Pennsylvania Avenue Heritage Trail, and Historic Fell's Point Trail.

- Action 1.3.2a** Determine the feasibility of developing smart phone applications for touring Mount Vernon Cultural Walk, Pennsylvania Avenue Heritage Trail, and the Historic Fell's Point Trail, using existing content from the GPS-based tours. Implement, if feasible.
- Action 1.3.2b** Determine the feasibility of developing a smart phone application for touring Heritage Walk. Implement, if feasible.
- Action 1.3.2c** Continue working with stakeholders and neighborhood organizations to develop and install trail signage along the Historic Fell's Point Trail.
- Action 1.3.2d** Working with community organizations, business groups, and preservation and heritage tourism organizations, develop a new urban heritage trail (Market Center Heritage Trail) that interprets the historic, cultural, and natural resources of the west side of downtown Baltimore, with connecting trail spurs to the B&O Railroad Museum and other significant heritage resources west of Martin Luther King, Jr. Avenue.
- Action 1.3.2e** Working with community organizations, business groups, and preservation and heritage tourism organizations, develop a new urban heritage trail that interprets the historic, cultural, and natural resources of the Federal Hill and Sharp-Leadenhall neighborhoods.
- Action 1.3.2f** Sustain and enrich the Urban Ranger Program in cooperation with neighborhood-based partners to enable guided and self-guided touring.
- Action 1.3.2g** Continue annual training of urban rangers regarding guide techniques and interpretation.
- Action 1.3.2h** Explore working with the National Park Service (Fort McHenry National Monument and Historic Shrine and Star-Spangled Banner National Historic Trail) on extending their interpretation via uniformed rangers beyond the boundaries of the fort and out into the heritage area at sites sharing their interpretive themes (e.g., Federal Hill, Flag House, Fell's Point, President Street Station, etc.).
- Action 1.3.2i** Support partners such as Baltimore Heritage, Inc., the Friends of Maryland's Olmsted Parks, and others in enhancing and expanding existing and new heritage tours.

1.3.3 Heritage Neighborhood Interpretive Media

Support continued development of interpretive media for heritage neighborhoods.

- Action 1.3.3a** Once the heritage neighborhood program is in place, explore working with designated heritage neighborhoods in the development of interpretive media specific to their neighborhood.

1.3.4 Interpretive Programs

Collaborate with the Department of Transportation to provide interpretation along lines of public transportation

Action 1.3.4a Work with partners to provide interpretation along the Charm City Circulator. This can take the form of periodic reenactors during festivals/events, brochures, signs, or an interpretation component tied to the signs along commuting routes.

Action 1.3.4b Work with partners to provide interpretation along the Historic National Road within the heritage area in conjunction with the current bus transportation line and proposed future rail development.

Enhance city employee appreciation of the city's heritage resources.

Action 1.3.4c Continue to implement an annual lecture series for city employees and the general public.

Support efforts for the development of interpretive media products for cemeteries within the heritage area.

Action 1.3.4d Work with CHAP, Baltimore Heritage, Inc., and stakeholders in developing interpretive storyboards, map and guide products, walking tours, and other interpretive media for significant cemeteries, specifically Mount Auburn Cemetery.

1.3.5 Heritage Events

Support heritage neighborhood festivals and events that are designed around the heritage area's interpretive themes.

Action 1.3.5a Work with the Baltimore Office of Promotion and the Arts to identify which festivals and events could easily tie to the heritage area's interpretive themes and framework.

Action 1.3.5b Once festivals and events are identified, work with festival organizers to use the interpretive themes in their marketing information and in their programming.

Collaborate with the city of Baltimore to support events involving city-owned heritage resource sites.

Action 1.3.5c Identify which city-owned heritage resource sites are visitor-ready.

Action 1.3.5d Encourage groups such as the Baltimore City Historical Society to hold their programs and events at these sites.

1.3.6 Special Initiatives Focused on Baltimore's Nationally Significant Stories

Support efforts to increase awareness and appreciation of the significance of Colonial Baltimore, how the landscape influenced early industry, and the city's historic ties to the Revolutionary War.

Action 1.3.6a Work with local stakeholders to encourage the berthing of historic ships in Fell's Point and other historically appropriate areas within the heritage area and the development of related interpretive programming.

Action 1.3.6b Continue working with stakeholders and heritage resources in the Historic Jonestown neighborhood to emphasize the eighteenth century history of Baltimore.

Action 1.3.6c Collaborate with the NPS Northeast Regional Office and its trail partners to develop the Washington-Rochambeau Revolutionary Route and to identify and to implement trail interpretive projects.

Action 1.3.6d Continue collaboration with the NPS Chesapeake Bay Office and its trail partners in the development of the Captain John Smith Chesapeake National Historic Trail, including the design and installation of interpretive signage and other interpretive programming.

Create greater understanding of Baltimore’s role in national history by leveraging the bicentennial of the War of 1812.

Action 1.3.6e Continue to manage coordination and deployment of the War of 1812 Traveling Exhibit (“Defense of a Nation: Maryland in the War of 1812”).

Action 1.3.6f Continue working with the city of Baltimore, Star-Spangled 200, and the State of Maryland War of 1812 Bicentennial Commission to assist coordination of public events related to the War of 1812 bicentennial.

Action 1.3.6g Continue collaboration with the NPS Chesapeake Bay Office and its trail partners in the development of the Star-Spangled National Historic Trail, including the design and installation of interpretive signage and other interpretive programming.

Action 1.3.6h Continue to sponsor the War of 1812 educational passport for 1812 sites and visiting ships and develop ways to enhance the program over the bicentennial period.

Action 1.3.6i In partnership with the Star-Spangled National Historic Trail and Byway and Baltimore City and Baltimore County stakeholders, develop a print-based land and water guide for exploring 1812-resources in the Greater Baltimore region.

Action 1.3.6j Explore the feasibility of incorporating the content of the land and water guide into a smart phone application. Implement if feasible.

Action 1.3.6k Work with 1812 sites such as Fort McHenry, Star Spangled Banner Flag House, Fell’s Point, and Federal Hill to expand their interpretive media offerings during and after the bicentennial.

Support and enhance efforts to educate visitors and residents regarding Baltimore’s role in the Civil War.

Action 1.3.6l Continue to work with stakeholders, including the Baltimore Civil War Museum, Visit Baltimore, and the Maryland Office of Tourism Development to support interpretive programming on the Civil War and its connections to Baltimore.

Action 1.3.6m Continue to support the maintenance of the Civil War Trail interpretive signs located within the heritage area.

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

Action 1.3.6n Continue to support city-led efforts to stabilize and restore PS 103 (Thurgood Marshall’s elementary school) and assist in initiatives to interpret the history of the building and of Justice Marshall.

Action 1.3.6o Explore the creation of new interpretive products that focus on the stories and experiences of African Americans in Baltimore.

Action 1.3.6p Continue efforts to integrate African American history in existing BNHA interpretive programming, including tour guide certification programs and trail programming.

Action 1.3.6q Collaborate with local organizations, such as Baltimore Heritage, Inc. and Morgan State University, on interpretive programming specific to African American history and Baltimore's role in the Civil Rights Movement.

Support work to increase awareness and appreciation of the historic role of immigration on the cultural and industrial legacy of Baltimore.

Action 1.3.6r Actively collaborate with efforts to create trails, monuments, and museums commemorating Baltimore's immigration station and the more than one million immigrants who arrived in the late nineteenth and early twentieth centuries.

Action 1.3.6s Working with local stakeholders, such as the Baltimore Main Streets programs, identify interpretation opportunities to tie current immigration trends in Baltimore to the historic waves of immigration.

Through interpretive programming, build stronger awareness of the contributions of women to the history of Baltimore.

Action 1.3.6t Work with the Maryland Women's Heritage Center to collaborate on conducting workshops to develop interpretive programming and materials related to the role of women in Baltimore's history.

1.3.7 Improving Interpretation in Parks and Green Spaces

Provide assistance with the continued development of interpretive signage and programming for the Gwynns Falls Trail and Jones Falls Trail.

Action 1.3.7a Engage the Baltimore City Department of Recreation and Parks and trail friends groups in finding methods to effectively interpret the history of Gwynns Falls and Jones Falls trails.

Provide assistance with the continued development of interpretive signage and programming for public parks within the boundaries of the heritage area.

Action 1.3.7b Engage the Baltimore City Department of Recreation and Parks and park friends groups in finding methods to effectively interpret the history of the city park system.

Action 1.3.7c Work with private partners such as Baltimore Green Map to create interpretive materials for visitors and residents for parks and open spaces within the heritage area.

Action 1.3.7d Work with partners along the Patapsco River and Middle Branch to develop interpretive media appropriate to the area.

Action 1.3.7e Interpret scenic byways which fall within the heritage area's boundary.

Objective 1.4 Educational Programming

Promote teaching American history using Baltimore's cultural heritage resources for residents and visitors of all ages.

1.4.1 Educational Initiatives

Develop a long-term strategic plan for educational programming within the heritage area considering opportunities for:

- comprehensive survey and assessment of curriculum-based educational programming currently offered within the heritage area
- heritage area curricula and guides
- teacher training programs
- assistance to sites that provide educational programming
- student enrichment programs
- partnering with youth organizations
- programming for the general public
- special programs for minority and immigrant populations
- research programs

Action 1.4.1a Convene a broadly representative council of qualified educators and interpreters to advise the BHAA on issues and programming related to education.

1.4.2 Cultural Heritage Curricula

Develop a clearinghouse of cultural heritage curricula that meet the standards of the Maryland Department of Education. Use the interpretive framework to develop four core tracks related to the four primary interpretive themes.

Action 1.4.2a Engage Maryland Public Television's Thinkport program to explore the development of a track based on the heritage area's interpretive themes.

Action 1.4.2b Support heritage interpretive sites to develop curriculum guides and related educational materials and programming.

1.4.3 Public Education Program

Conduct outreach to the Baltimore City Schools, the Mayor, and state education agencies to identify opportunities for educational programs for residents of all ages that foster appreciation of Baltimore's history.

Action 1.4.3a In cooperation with the Baltimore City Public Schools Department of Humanities, identify ways to jointly meet their educational goals as well as those of the heritage area.

Action 1.4.3b Once methods are identified, work in partnership with BCPS and heritage area partners to implement them.

Support activities and programs that connect students in Baltimore's public schools with the city's heritage resources and their stewardship needs.

Action 1.4.3c Explore the development of a bus fund for Baltimore public school students in order to get them to heritage area sites.

Implement educational programs and regularly scheduled events that are designed to attract and engage residents of all types to become aware of the city's heritage resources and their stewardship needs.

Action 1.4.3d Continue to offer tour guide training and certification (including initial certification and continuing education programs) for individuals interested in conducting tours in Baltimore independently of the BNHA trail network and the Urban Ranger Program.

Action 1.4.3e Continue to present the "It's More than History" lectures at Baltimore City Hall as part of a brown-bag lunch series on the city's history and its personalities.

Action 1.4.3f Continue to sponsor and organize history happy hours to gather residents and visitors who would not otherwise get involved in preservation or historical experiences for a fun evening of networking and voluntary education.

Sustain awareness and appreciation of Baltimore's role in national history during the War of 1812 through educational programming focused on the Battle of Baltimore and creation of the National Anthem.

Action 1.4.3g Continue to distribute and promote implementation of the Teacher Resource Guide (*Defense of a Nation: Maryland's Role in the War of 1812*) along with two teacher curricula that can be used in the classroom.

Action 1.4.3h Continue to coordinate, with the support of Fort McHenry National Monument and Historic Shrine, a re-enactment of the bombardment of Baltimore featuring visiting schooners and the participation of students from Baltimore City Public Schools.

Collaborate with heritage area partners to design and implement environmental education programs for residents of all ages aimed at improving the quality of life within heritage area neighborhoods.

Action 1.4.3i Collaborate with the Parks and People Foundation to design and implement environmental education programs.

Objective 1.5 Research

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

1.5.1 General

Encourage research by local historians and historical societies regarding Baltimore's history as it relates to the heritage area's nationally significant and regionally significant context.

Emphasize research related to:

- **continued historic, archeological, and cultural research related to the War of 1812**
- **archeological resource surveying and excavation within the heritage area**
- **understanding and documenting the African American experience**
- **immigration**

Action 1.5.1a Work with the Baltimore City Historical Society and Baltimore Heritage to identify and explore new research, including the identification of funding sources to support them.



The BHAA works with non-profit organizations and city and state agencies to help ensure the city's historic sites and landmarks are preserved for future generations. The McKim Free School is a city-owned historic landmark on which the Maryland Historical Trust holds an easement to preserve the building's historic character.

Image: Jason Vaughan, BHAA

7.2 Stewardship

Goal 2

Strengthen support for stewardship of Baltimore's heritage resources.

Objective 2.1 Public Appreciation of Heritage Resources

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

2.1.1 Disseminating Information

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

Action 2.1.1a Incorporate procedures within the BNHA communications plan to disseminate information on heritage resources across all media platforms (digital and print).

Action 2.1.1b Explore ways to partner with existing wayfinding and interpretive initiatives, such as park green maps and maps/guides for trails and greenways, to broaden dissemination of information on heritage resources.

Action 2.1.1c As part of the heritage area website, create a searchable database of heritage resources that includes the following:

- brief description of the resource (with an image)
- address and basic visitor information
- indication as to how resources fit within the BNHA interpretative framework
- links to National Register of Historic Places nomination forms, city landmark reports, and other appropriate documents, when applicable

Action 2.1.1d Use the BNHA network of partners to communicate availability of information on the BNHA website, including Visit Baltimore, Baltimore Heritage, Inc., Greater Baltimore History Alliance, Greater Baltimore Cultural Alliance, and Parks and People.

Action 2.1.1e Use BNHA media platforms (maps and guides, web resources, and other digital media) to successfully connect heritage resources with interpretive framework themes and emphasize key topics, including:

- Colonial Baltimore and the Revolutionary War
- the War of 1812
- the Civil War in Baltimore
- the African American experience in Baltimore
- the impact and role of immigration on the city

2.1.2 Educational Programs and Events

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

Action 2.1.2a Determine the feasibility of a stewardship roundtable meeting that would meet on a regular basis to identify stewardship issues and concerns and share these discussions with the Mayor and City Council. Implement the roundtable, if feasible.

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

Action 2.1.2b Continue to work with Preservation Maryland to co-sponsor its homeowner-focused annual preservation conference. Offer to co-sponsor the conference when held in Baltimore.

Action 2.1.2c Identify other partners and programs with whom BNHA can collaborate on educational workshops, programs, and events. Provide technical assistance and make available matching grants, as appropriate.

2.1.3 Advocacy

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

Action 2.1.3a Participate in advocacy days coordinated by Preservation Maryland, and the National Council of State Historic Preservation Officers, Maryland Historical Trust, and National Alliance of Heritage Areas.

Action 2.1.3b Continue active attendance and participation in Baltimore City Commission for Historical and Architectural Preservation (CHAP) meetings, including providing comments on preservation concerns within the boundaries of the heritage area.

- Action 2.1.3c** Actively engage the Office of the Mayor in serving as a preservation resource, providing insight and commentary on preservation concerns within the heritage area.
- Action 2.1.3d** Encourage local grantmakers to fund historic resource stewardship projects. If feasible, hold an annual grantmaker symposium to bring grantmakers and preservation partners together.
- Action 2.1.3e** Encourage nomination of historic sites to the Endangered Maryland list and on the National Historic Trust's List of the Most Endangered Historic Places when appropriate.

Engage in Baltimore City planning processes to ensure that measures to strengthen stewardship of the heritage area's historic, cultural, archeological, and natural resources are included in all city plans.

- Action 2.1.3f** Compile a digital library of current city plans and special studies related to heritage resources within the heritage area.
- Action 2.1.3g** Develop a network of contacts within city departments engaged in planning studies affecting heritage area resources. Establish routine communications for purposes of staying informed on relevant activities. Identify opportunities for BHAA involvement.
- Action 2.1.3h** Engage as an active stakeholder in planning efforts and special studies when deemed appropriate. Give priority to plans and studies involving heritage resources within heritage neighborhoods and emerging heritage neighborhoods.

Objective 2.2 Historic Preservation

Promote protection and preservation of the heritage area's historic resources.

2.2.1 Historic Resource Identification

Continue to develop an inventory of the heritage area's historic resources including historic buildings, historic districts, historic neighborhoods, national historic landmarks, and Baltimore City Landmarks.

- Action 2.2.1a** Work with CHAP and the Baltimore City Department of Planning to gather information on additions to the city landmark list and locally designated and National Register-designated historic districts.
- Action 2.2.1b** Maintain the BNHA website to accurately reflect additions and communicate these additions via social media and print publications when feasible.
- Action 2.2.1c** Periodically update the heritage area's GIS database including shapefiles and accompanying metadata identifying locations of historic resources within the heritage area.

2.2.2 Historic Preservation Activities and Initiatives

Collaborate with historic preservation partners to:

- **create and maintain an inventory of past and ongoing historic preservation activities within the heritage area**
- **identify preservation issues and communicate key issues to heritage partners**
- **identify emerging historic preservation initiatives**
- **identify ways in which the BHAA could support ongoing activities and emerging initiatives**

- Action 2.2.2a** Work with CHAP and appropriate city agencies to encourage the development of a city-wide preservation plan.

Action 2.2.2b In coordination with CHAP, the Baltimore City Department of Recreation and Parks, and stakeholder organizations, identify and catalog statuary and monuments in public parks and develop a plan for their restoration and protection.

Action 2.2.2c Use the BNHA website to communicate and document significant preservation activities within the boundaries of the heritage area, including privately funded efforts.

Action 2.2.2d Using the framework of the stewardship roundtable (Action 2.1.2a), identify and communicate preservation issues and concerns to the Mayor and City Council. Suitable stakeholders for the roundtable would include Baltimore Heritage, Inc., Baltimore City Historical Society, Baltimore Architectural Foundation, Preservation Maryland, and CHAP.

Promote the historic structure tax credit programs for local historic districts and landmarks.

Action 2.2.2e Use the BNHA website to provide an information clearinghouse on how tax credits can benefit residents and businesses. Provide accurate links for gathering additional information.

Collaborate with Baltimore City to encourage designation of additional local historic districts within the heritage area.

Action 2.2.2f Working with CHAP and partners, such as Baltimore Heritage, Inc., identify areas which are viable for local historic district designation.

Action 2.2.2g When feasible, provide technical assistance to community organizations and stakeholders endeavoring to initiate the process of local designation.

Action 2.2.2h Engage civic and neighborhood associations, CHAP, city agencies, and preservation organizations to identify resources within the heritage area worthy of international recognition (as a World Heritage Site).

Collaborate with Baltimore City and heritage partners to enhance and reuse underutilized historic structures within the heritage area.

Action 2.2.2i Participate in efforts to find new tenants and uses for underutilized structures, emphasizing uses that would complement the heritage resources within the heritage area.

Action 2.2.2j Working with CHAP and other stakeholders, participate in efforts to find new tenants and uses for city-owned landmarks.

2.2.3 Technical Assistance

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

Action 2.2.3a As part of the website clearinghouse, provide contact information for BHAA staff who can assist partners with addressing historic resource preservation issues and identifying preservation opportunities.

2.2.4 Historic Preservation Grant Applications

Promote applications for historic preservation grants.

Action 2.2.4a Incorporate procedures within the BNHA communications plan regarding providing information on grant opportunities across all media platforms (digital and print).

Action 2.2.4b Host or co-host grant workshops to help heritage partners better understand available historic preservation funds, what types of projects are funded through which programs, and how to apply.

Action 2.2.4c Continue to provide technical assistance and grant application instruction to grantseekers.

Objective 2.3 Cultural Resource Preservation

Promote protection and preservation of the heritage area's cultural resources.

2.3.1 Cultural Resource Identification

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

Action 2.3.1a Working with stakeholders, such as the Maryland State Arts Council's Maryland Traditions Program and Greater Baltimore Cultural Alliance, determine the feasibility of a report identifying cultural resources within the heritage area.

Action 2.3.1b Maintain the BNHA website to accurately reflect cultural resources and communicate additions via social media and print publications when feasible.

Action 2.3.1c Routinely update the heritage area's GIS database including shapefiles and accompanying metadata identifying cultural resources within the heritage area.

2.3.2 Cultural Resource Preservation Actions and Initiatives

Identify, promote, and celebrate the sites, services, and events that authentically convey the heritage of Baltimore.

Action 2.3.2a Incorporate procedures within the BNHA communications plan regarding providing information on cultural resource sites, services, and events across all media platforms (digital and print).

2.3.3 Technical Assistance

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

Action 2.3.3a As part of the website clearinghouse, provide contact information for BHAA staff who can assist partners with addressing cultural resource preservation issues and identifying preservation opportunities.

2.3.4 Cultural Resource Preservation Grant Applications

Promote applications for cultural resource preservation grants.

Action 2.3.4a Working with stakeholders, such as the Maryland State Arts Council's Maryland Traditions Program and Greater Baltimore Cultural Alliance, communicate availability of grant opportunities across all media platforms.

Action 2.3.4b Host or co-host grant workshops to help heritage partners better understand available cultural resource preservation funds, what types of projects are funded through which programs, and how to apply.

Action 2.3.4c Continue to provide technical assistance and grant application instruction to grantseekers.

Objective 2.4 Archeological Resource Protection

Promote protection and preservation of the heritage area's archeological resources.

2.4.1 Archeological Resource Identification

Develop an archeological resource database for the heritage area including information about historic and prehistoric archeological resource sites on the land and under water.

Action 2.4.1a Work with CHAP, the Maryland Historical Trust, the Maryland State Highway Administration, the Baltimore City Department of Transportation, and other state and local agencies to collect archeological resource studies completed for sites within the heritage area. Focus on studies completed for NEPA and Section 106 compliance as a primary source of information. Maintain a digital library of archeological resource studies.

Action 2.4.1b Identify and collaborate with scholars to expand understanding of archeological resources and relevant research.

Action 2.4.1c Develop an annotated bibliography for archeological resource studies.

Action 2.4.1d Create a GIS database including shapefiles and accompanying metadata identifying locations within the heritage area which have been subject to archeological resource studies.

2.4.2 Archeological Resource Protection Activities and Initiatives

Collaborate with heritage partners regarding archeological resource protection to:

- **identify protection issues and communicate key issues to heritage partners**
- **identify emerging archeological resource protection initiatives**
- **identify ways in which the BHAA could support ongoing activities and emerging initiatives**

Action 2.4.2a Work with local partners, such as Baltimore Heritage, Inc. and the Department of Recreation and Parks, to expand appreciation and involvement in public archeology programs.

Action 2.4.2b Work with public agencies engaged in NEPA and Section 106 compliance activities to include mitigation measures for projects affecting archeological resources that promote public appreciation of local archeology.

Seek to expand CHAP's responsibilities to explicitly include protection of Baltimore City's historic and prehistoric archeological resources.

Action 2.4.2c Review CHAP code to determine archeological resource protections in place and to identify potential measures for consideration that could further protect resources.

Action 2.4.2d Identify key stakeholders willing to engage the Mayor and City Council in adding these protections and providing necessary staffing support to ensure viability of these protections.

2.4.3 Management of Archeological Collections

Collaborate with heritage partners regarding management of archeological collections.

Action 2.4.3a Convene stakeholders to address issues related to the city's archeological collection held by the Maryland Historical Society. Address concerns related to:

- research needed to ensure appropriateness of the collection
- planning for storage, exhibition, and use
- stewardship to protect, preserve, and account for museum objects over time

2.4.4 Technical Assistance

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

Action 2.4.4a As part of the website clearinghouse, provide contact information for BHAA staff who can assist partners with addressing archeological resource preservation issues and identifying preservation opportunities.

2.4.5 Archeological Resource Protection Grant Applications

Promote applications for archeological resource protection grants.

Action 2.4.5a Working with stakeholders, such as Baltimore Heritage and the Baltimore City Historical Society, communicate availability of grant opportunities across all media platforms.

Action 2.4.5b Host or co-host grant workshops to help heritage partners better understand available archeological resource preservation funds, what types of projects are funded through which programs, and how to apply.

Action 2.4.5c Continue to provide technical assistance and grant application instruction to grantseekers.

Objective 2.5 Natural Resource Protection and Conservation

Promote protection and conservation of the heritage area's natural resources within Baltimore City's urban context.

2.5.1 Natural Resource Identification

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

Action 2.5.1a Collaborate with the Department of Planning, the Baltimore Ecosystem Study, and heritage partners to stay abreast of ongoing research regarding the health and condition of the heritage area's natural resources. Maintain a digital library of natural resource studies pertinent to the heritage area.

Action 2.5.1b Periodically update the heritage area's GIS database including shapefiles and accompanying metadata regarding natural resources within the heritage area.

2.5.2 Natural Resource Protection and Conservation Activities and Initiatives

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

Action 2.5.2a Identify natural resource issues and communicate key issues to heritage partners.

Action 2.5.2b Identify emerging natural resource protection and conservation initiatives and identify ways in which the BHAA could support ongoing activities and emerging initiatives. Each year focus on collaboration with one identified partner.

Action 2.5.2c Collaborate with conservation partners in efforts to restore and sustain the ecological health of the Inner Harbor and streams within the heritage area that are tributaries to the Chesapeake Bay.

Action 2.5.2d Collaborate with conservation partners to enhance quality of life in heritage area neighborhoods by restoring urban tree cover.

Action 2.5.2e Maintain the BNHA website to include information on resource conservation initiatives within the heritage area.

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

Action 2.5.2f Respond to POS Action Alerts by forwarding information to individuals and organizations on the BHAA mailing list. Write advocacy letters, as appropriate.

Action 2.5.2g Attend POS seminars and training opportunities (extend invites to BHAA members).

Action 2.5.2h Stay informed and report back to POS regarding Baltimore City initiatives of potential interest to POS.

2.5.3 Technical Assistance

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

Action 2.5.3a As part of the website clearinghouse, provide contact information for BHHA staff who can assist partners with addressing natural resource stewardship issues and identifying stewardship opportunities.

2.5.4 Natural Resource Conservation Grant Applications

Promote applications for natural resource conservation grants.

Action 2.5.4a Working with stakeholders, such as Parks and People and the Department of Recreation and Parks, communicate availability of grant opportunities across all media platforms.

Action 2.5.4b Host or co-host grant workshops to help heritage partners better understand available natural resource conservation funds, what types of projects are funded through which programs, and how to apply.

Action 2.5.4c Continue to provide technical assistance and grant application instruction to grantseekers.



Heritage tourism is a key tool to drive economic development in Baltimore's historic neighborhoods. Little Italy boasts numerous attractions for heritage travelers, including traditional lifeways, unique architecture, and restaurants and retail destinations.

Image: Visit Baltimore

7.3 Heritage Tourism Development

Goal 3

Increase the economic benefits of heritage tourism in Baltimore.

Objective 3.1 Building Visibility and Growing Audiences

Attract visitors and residents by marketing the heritage area as a destination that showcases its unique and significant historical, cultural, and natural resources.

3.1.1 Tourism Product Investment and Advocacy

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

Action 3.1.1a Serve as the champion for heritage area partners' grant applications by working with partners to strengthen their applications and by providing support letters.

Action 3.1.1b Encourage local foundations and corporations to provide support and investment in Baltimore's heritage tourism product. For example, contact the Baltimore Area Grantmakers Association, Baltimore Community Foundation, France-Merrick Foundation, etc to encourage their support.

Study and report to elected officials, policy makers, heritage and cultural institutions, civic leaders, and the general public on the economic and quality of life benefits associated with investment in Baltimore's tourism product.

Action 3.1.1c In partnership with Visit Baltimore and the Maryland Office of Tourism Development determine ways to track economic impact via investments made in Baltimore's tourism product.

Action 3.1.1d Include economic impact information in the BHAA's annual report and share that report broadly.

3.1.2 Heritage Area Identity and Branding

Implement an integrated approach to establishing a consistent identity and branding, and establish protocols to update and evaluate brand identity.

Action 3.1.2a Create an identity and branding plan.

Action 3.1.2b Review the Maryland Heritage Areas Authority, National Heritage Areas Program, and Alliance of National Heritage Areas identity and branding initiatives to inform the BHAA process.

Action 3.1.2c Implement the identity and branding plan and conduct a survey to determine the successes and areas for improvement. Apply identity and branding recommendations to all program materials, the web, marketing materials and published materials.

Action 3.1.2d Explore ways to enhance public perception of organizational identity and mission (e.g., Baltimore Heritage Inc. vs BHAA).

Develop guidelines for use of the heritage area identity and branding by heritage area partners, including logo, tagline, and other branding elements.

Action 3.1.2e Distribute the logo, tagline and branding elements to partners with incentives for their participation.

Action 3.1.2f Develop guidelines in cooperation with the National Park Service regarding when the NPS arrowhead can and cannot be used in conjunction with heritage area programs and partner programs.

3.1.3 Market Research

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

Action 3.1.3a Work with Visit Baltimore to include research elements in their regular research protocols in order to inform BHAA's marketing decisions.

Action 3.1.3b Work with Visit Baltimore and partners to develop a baseline of attendance at key heritage area sites and attractions as well as Authentic Baltimore sites.

Action 3.1.3c Require and/or incentivize heritage area partners to track attendance and visitation as well as to find ways to identify whether visitors made their travel decisions based upon the heritage area.

3.1.4 Marketing

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

Action 3.1.4a Create a heritage tourism marketing committee that reports to the board of directors. Use the committee to review and guide the BHAA's marketing efforts.

Action 3.1.4b Create an RFP and hire a consultant to complete a marketing plan for the heritage area. Include Visit Baltimore in the planning process.

Action 3.1.4c Implement the marketing plan in cooperation with Visit Baltimore and the Maryland Office of Tourism Development.

Action 3.1.4d Apply for a Maryland Heritage Areas Authority marketing grant to implement the recommendations in the plan.

Action 3.1.4e Collaborate with Visit Baltimore to use the itineraries developed using the interpretive framework to promote thematic touring in Baltimore.

3.1.5 Partnering with Destination Marketing Organizations

Enhance awareness of and travel to the heritage area by residents and visitors through a strong partnership with Visit Baltimore and other destination marketing organizations.

Action 3.1.5a Continue to include Visit Baltimore on the heritage area's advisory committee.

Action 3.1.5b Include a Visit Baltimore staff member as a member of the marketing committee.

Action 3.1.5c Provide Visit Baltimore and other destination marketing organizations with messaging and interpretive materials that allow them to easily fold heritage area marketing into their regular work. Seek Visit Baltimore's guidance as appropriate.

Action 3.1.5d Seek advice and guidance from Visit Baltimore when developing the annual work plan and incorporate their recommendations as appropriate.

Action 3.1.5e Share annual work plans and annual reports reciprocally with Visit Baltimore.

3.1.6 Using Technology to Market the Heritage Area

Use the BNHA website to reach visitors and to enhance the visitor experience.

Action 3.1.6a Incorporate the identity and branding messages into the heritage area's website.

Action 3.1.6b Include on the heritage area website a section that provides a general thematic overview, visitor itineraries, and links to the Maryland Office of Tourism Development portal page and the Visit Baltimore website.

Action 3.1.6c Include on the heritage area website an interactive, GIS-based visitor experience map showcasing heritage area cultural heritage attractions, interpretive sites, and heritage neighborhoods.

Action 3.1.6d Improve visibility of the heritage area through search engine optimization.

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

Action 3.1.6e Assign a staff member, volunteer, or intern the responsibility of monitoring travel websites and reviews. Respond to negative reviews.

Action 3.1.6f Create a web-based travel guide through Google Maps.

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

Action 3.1.6g Create a number of videos that promote the heritage area and include these videos on the heritage area's website.

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

Action 3.1.6h Develop incentives for heritage area partners to include a link to the heritage area's website on their website.

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

Action 3.1.6i Develop incentives for tourism-related businesses to include a link to the heritage area website on their website.

3.1.7 Communications

Develop and implement a comprehensive communications plan that anticipates, coordinates, and encompasses the heritage area's various communications needs.

Action 3.1.7a Explore ways to connect with the Maryland Heritage Areas Authority, National Heritage Area Program, and Alliance of National Heritage Areas communication systems that are in place.

Action 3.1.7b Maintain a regular communication system with stakeholders and partners.

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

Action 3.1.7c Encourage partners to submit their events and programs to the Greater Baltimore Cultural Alliance Fun Guide.

Action 3.1.7d Work with Visit Baltimore and the Greater Baltimore Cultural Alliance to draw the events and programs within the heritage area into a heritage area calendar of events hosted on the heritage area's website.

3.1.8 Promotion

Collaborate with partners to develop annual, mutually beneficial strategies for cooperative advertising, ad placement in individual visitor guides, and other promotional tactics to gain recognition and market share for the heritage area as a whole.

Action 3.1.8a Encourage partners to combine resources to promote visitation to the heritage area as a whole.



Orientation signage is prevalent throughout the city. Water taxi stops along the Inner Harbor feature route and schedule information as well as area maps. The heritage area was responsible for the design and installation of these unique markers seen along the Inner Harbor shoreline.

Image: Jason Vaughan, BHAA

Objective 3.2 Orientation and Wayfinding

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

3.2.1 Signage and Wayfinding

Collaborate with the city, state, and heritage area partners to undertake a comprehensive survey of signage within the heritage area to address sign proliferation and clarity for visitor orientation.

Action 3.2.1a Research existing and prior attempts at reducing sign proliferation.

Action 3.2.1b Offer the heritage area as an opportunity to partners to pursue undertaking a comprehensive survey to address sign proliferation and to create improved experiences for visitors.

Establish a signage program including standards and guidelines for heritage area signage that is consistent with the heritage area's identity and brand, including:

- **area-wide signage for the entire heritage area**
- **heritage area partner signage (for sites with their own identity that are sponsored by and/or associated with the heritage area)**
- **urban heritage trails (developed and managed by the heritage area)**
- **national and local historic districts entry signs**
- **heritage neighborhood entry signs that support the heritage neighborhood designation program**

Action 3.2.1c Using the heritage area's marketing committee work with key stakeholders and partners (including Commission for Historical and Architectural Preservation, Department of Transportation, neighborhood organizations, Downtown Partnership, Baltimore Tourism Association, and others as appropriate) develop standards for signs and begin the process of implementing the new standards.

Collaborate with the Federal Highway Administration, the Maryland State Highway Administration, and the city of Baltimore to explore opportunities to install signs announcing the Baltimore National Heritage Area along major points of entry into the city.

Action 3.2.1d Determine appropriate sign locations; produce, and install signs.

3.2.2 Orientation Exhibits

Using the heritage area's identity and branding, develop a family of outdoor and indoor orientation exhibits that can be used in a variety of contexts, particularly at visitor centers within the heritage area.

Action 3.2.2a Consider adapting the walking tour kiosk at the Inner Harbor Visitor Center to also serve as an information center for the heritage area.

Action 3.2.2b Consider developing additional kiosks that may be used at other visitor or orientation spots throughout the heritage area.

Work with heritage area partners to determine which orientation outdoor and indoor exhibit types are appropriate for use at their locations; encourage, support and assist partners in the development and installation of orientation exhibits at their sites that meet heritage area needs while coordinating with partner interpretive presentations and visitor opportunities.

Action 3.2.2c In partnership with Visit Baltimore and high visitation sites and attractions identify the possible locations and settings where orientation exhibits would be most beneficial.

Action 3.2.2d Explore the creation of outdoor and indoor orientation exhibits through partnerships and grant opportunities.

3.2.3 Visitor Centers and Other Visitor Facilities

Enhance the visitor experience by offering opportunities for heritage area orientation, interpretation, and education at visitor centers and other facilities within the heritage area.

Action 3.2.3a Provide existing visitor centers at the Inner Harbor and Fell's Point with appropriate heritage area interpretive materials and guides for distribution to the public.

Action 3.2.3b Provide training to visitor center staff and volunteers on what the heritage area is and how visitors and residents can best experience all that it has to offer.

Action 3.2.3c Support efforts to establish additional visitor centers where appropriate within the heritage area. Examples include Mt. Vernon, Harbor East, etc.

- Action 3.2.3d** Provide Baltimore's top historical and cultural attractions (e.g., Fort McHenry National Monument and Historic Shrine, Maryland Science Center, National Aquarium, etc) with orientation materials on the heritage area in order to inform their staff and the general public visiting their institutions.
- Action 3.2.3e** Explore ways to market the Top of the World Observation Deck in the World Trade Center (managed by the Baltimore Office of Promotion and the Arts) as an excellent orientation to the heritage area.
- Action 3.2.3f** Working with the Maryland Aviation Authority, MOTD, and Visit Baltimore, explore opportunities to promote the heritage area and its heritage resources with an exhibit or kiosk installation at Baltimore-Washington International Thurgood Marshall Airport (BWI).

Objective 3.3 Improving the Experience of Visitors

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

3.3.1 Working with Heritage Neighborhoods

Develop a visitor services neighborhood program identifying and promoting neighborhoods offering a high level of quality in visitor information centers, wayfinding signage, availability of lodging, restaurants, and retail services.

- Action 3.3.1a** Develop a toolkit that heritage neighborhoods can use to partner with the BHAA and Visit Baltimore in order to promote their programs and activities.
- Action 3.3.1b** Continue to enhance, grow, and sustain the Urban Ranger program as a means of connecting heritage neighborhoods with visitors; explore the idea of training heritage neighborhood ambassadors that could serve in this role.
- Action 3.3.1c** Publicize heritage neighborhoods to visitors and residents by featuring heritage neighborhoods in interpretive, marketing, and promotional materials, and on the heritage area website.

3.3.2 Working with Businesses

Provide assistance to businesses that serve the heritage tourism market.

- Action 3.3.2a** Continue to develop the Authentic Baltimore program in order to provide businesses that serve the heritage tourism market a venue for marketing themselves to the cultural heritage traveler.
- Action 3.3.2b** In partnership with Visit Baltimore, designate the Authentic Baltimore program as the heritage area's official quality stamp of approval for providing unique Baltimore experiences for travelers and residents.
- Action 3.3.2c** Encourage heritage tourism businesses to take advantage of Maryland Heritage Area Authority loans and other opportunities through the heritage area's website.
- Action 3.3.2d** Explore hosting an annual workshop for heritage tourism-related businesses and organizations.
- Action 3.3.2e** Consider creating an Authentic Baltimore or heritage area product line with businesses and local partners; seek advice and guidance and potentially partner with Maryland Traditions on the effort.
- Action 3.3.2f** Provide assistance to businesses that enable residents and visitors to enjoy Baltimore's waterways and that provide links to the Chesapeake Bay.

Ensure that visitor-serving businesses positively represent Baltimore.

Action 3.3.2g Collaborate with and support Visit Baltimore's Certified Tourism Ambassador (CTA) program to create an informed and engaged visitor services base.

3.3.3 Training

Facilitate product development, interpretation, and enhancement through training workshops.

Action 3.3.3a Determine what the heritage area partners' training needs are and identify what form of training or technical assistance will be most helpful.

Action 3.3.3b Identify other organizations that may already provide these forms of training.

Action 3.3.3c Prepare a calendar of training opportunities and encourage grant recipients (and other heritage area partners) to participate in at least one workshop or training session each year.

Offer training for heritage area tour guides, including certification and continuing education programs.

Action 3.3.3d Provide a certification program for regional tour guides that includes incentives for their participation as well as ongoing opportunities for re-certification and additional training.

3.3.4 Financial Assistance to Partners

Implement a competitive matching grant program for making heritage interpretive attractions, heritage sites, and heritage neighborhoods more visitor-ready and visitor-friendly. Use the grant program as an incentive to engage heritage area partners and encourage them to increase their levels of involvement.

Action 3.3.4a Identify sources of funding for the matching grant program.

Action 3.3.4b Create guidelines and an application for the program as well as deadlines and a process for reviewing and awarding the grants.

Foster and encourage competitive grant applications to MHAA for preservation projects that make heritage attractions, heritage interpretive sites, and heritage neighborhoods more visitor-ready and visitor-friendly.

Action 3.3.4c Encourage applicants to also apply for the BHAA's grant programs in order to receive guidance and potential financial support prior to seeking funding from MHAA.

Action 3.3.4d Rank strong applications high in the review process in order to provide their application with leverage once it goes to MHAA for review.

7.4 Neighborhoods

Goal 4

Assist neighborhoods to improve quality of life, become more visitor friendly, and balance community and tourism.

Objective 4.1 Heritage Neighborhoods

Assist visitor friendly neighborhoods offering heritage experiences tied to heritage area interpretive themes.

4.1.1 Heritage Neighborhood Program

Develop a heritage neighborhood program identifying neighborhoods offering a high level of quality in heritage experiences and visitor services.

Action 4.1.1a Establish program elements and standards in support of a heritage neighborhoods program. Include criteria for heritage neighborhood designation based on interpretive presentation, available visitor services, planning, and commitment to historic preservation.

Action 4.1.1b Implement methods for announcing the program to neighborhoods and communicating potential benefits of participation.

Action 4.1.1c Assist neighborhoods interested in designation as heritage neighborhoods with meeting criteria for the program.

Action 4.1.1d Categorize neighborhoods not yet meeting program criteria but with organized interest in doing so as emerging heritage neighborhoods. Work with these neighborhoods to address needs with the goal of meeting program criteria for designation.

Action 4.1.1e Create a neighborhood database for all neighborhoods within the heritage area.

Action 4.1.1f Promote the heritage neighborhood program with neighborhood partners.

Support activities of working groups within each heritage neighborhood and emerging heritage neighborhood focused on neighborhood-based tourism development and managing impacts of tourism.

Action 4.1.1g Identify neighborhood community leadership willing to be the point of contact for their heritage neighborhood or emerging heritage neighborhood.

Action 4.1.1h Provide technical assistance such as helping to organize staff and identifying neighborhood resources.

Action 4.1.1i Provide technical assistance with developing guided, self-guided or web-based heritage neighborhood walking tours.

Action 4.1.1j Encourage applications for matching grants for qualifying preservation, interpretation, and enhancement initiatives.

Action 4.1.1k Develop a matching grant program for qualifying preservation, interpretation, and enhancement initiatives.



More than 50 local and federal historic districts lie within the boundaries of the heritage area. The Hampden National Register Historic District is famous for its elaborate Christmas lights display.

Image: Visit Baltimore

Action 4.1.1l Implement a neighborhood greening grant program for community-driven greening projects.

Action 4.1.1m Support neighborhood activities that connect neighborhoods to heritage area interpretive themes.

Action 4.1.1n Coordinate completion of a neighborhood history and resource matrix for heritage neighborhoods with participation from local schools, colleges, and community historians. Make the history and matrix available online for community and visitor reference.

Action 4.1.1o Use interpretive, marketing and promotional material for public education in neighborhoods.

Action 4.1.1p Work with neighborhood and civic groups to expand volunteer maintenance programs, such as “adopt a street/highway” efforts.

4.1.2 Complete Streets and Streetscape Initiatives

Collaborate with the Baltimore City Department of Transportation (BDOT) to support complete streets and streetscape initiatives for improving the environmental, economic, and social health of neighborhoods through alternative transportation modes, greener streets, and adapting public spaces to encourage positive street life.

Action 4.1.2a Collaborate with BDOT staff to assess ways in which complete streets concepts and streetscape enhancements could benefit neighborhoods throughout the heritage area.

Action 4.1.2b Identify neighborhoods that would benefit from complete streets planning or streetscape efforts. Advocate for plans to be completed by BDOT for those neighborhoods. Give priority to plans for heritage neighborhoods and emerging heritage neighborhoods.

Action 4.1.2c Engage as an active stakeholder in the city’s complete streets and streetscape planning efforts for all neighborhoods within the heritage area.

Action 4.1.2d Collaborate with BDOT on the upcoming Red Line by providing interpretive information on heritage neighborhoods and heritage resources.

Action 4.1.2e Collaborate with heritage neighborhoods, Parks and People Foundation, and the city arborist to identify where new trees can be planted. Work with heritage neighborhoods to develop a green maintenance program.

Collaborate with partners to implement recommended streetscape enhancements along the Charles Street National Scenic Byway within the heritage area.

Action 4.1.2f Assist partners in their efforts to implement previously planned and programmed enhancements for the Charles Street National Scenic Byway within the heritage area.

Action 4.1.2g Assist partners with extending existing downtown/midtown streetscape projects north of Mt. Vernon and south of downtown.

Action 4.1.2h Assist partners with providing a continuous sidewalk with landscape buffers (where right-of-way is adequate) on both sides of Charles Street.

Action 4.1.2i Assist partners with working with utility companies to minimize the impact of overhead utility wires on roadside vegetation.

Action 4.1.2j Assist partners with installation of standard historic street pedestrian light poles and fixtures.

Map #	City of Baltimore Neighborhood
1	Fairfield Area
2	Middle Branch/Reedbird Parks
3	Westport
4	Saint Paul
5	Carroll - Camden Industrial Area
6	Spring Garden Industrial Area
7	Port Covington
8	Locust Point Industrial Area
9	Locust Point
10	Riverside
11	South Baltimore
12	Sharp-Leadenhall
13	Federal Hill
14	Stadium Area
15	Ridgely's Delight
16	Washington Village/Pigtown
17	New Southwest/Mount Clare
18	Carrollton Ridge
19	Boyd-Booth
20	Union Square
21	Hollins Market
22	Barre Circle
23	Downtown West
24	Otterbein
25	Inner Harbor
26	Little Italy
27	Perkins Homes
28	Fell's Point
29	Canton
29	Highlandtown
30	Patterson Park Neighborhood
31	Patterson Place
32	Patterson Park
33	Butcher's Hill
34	Upper Fell's Point
35	Washington Hill
36	Dunbar-Broadway
37	CARE
38	McElderry Park
39	Milton-Montford
40	Middle East
41	Gay Street

Map #	City of Baltimore Neighborhood
42	Pleasant View Gardens
43	Jonestown
44	Penn-Fallsway
45	Downtown
46	University of Maryland
47	Mount Vernon
48	Seton Hill
49	Heritage Crossing
50	Poppleton
51	Franklin Square
52	Penrose/Fayette Street Outreach
53	Midtown-Edmondson
54	Harlem Park
55	Sandtown-Winchester
56	Upton
57	Madison Park
58	Mid-Town Belvedere
59	Johnston Square
60	Greenmount West
61	Charles North
62	Bolton Hill
63	Druid Heights
64	Penn North
65	Mondawmin
66	Parkview/Woodbrook
67	Reservoir Hill
68	Old Goucher
69	Barclay
70	Greenmount Cemetery
71	East Baltimore Midway
72	Oliver
73	Harwood
74	Charles Village
75	Remington
76	Jones Falls Area
77	Druid Hill Park
78	Liberty Square
79	Park Circle
80	Woodberry
81	Hampden
82	Wyman Park
83	Johns Hopkins Homewood

Map #	City of Baltimore Neighborhood
84	Oakenshawe
85	Abell
86	Better Waverly
87	Waverly
88	Medfield
89	Coldspring
90	Purnell
91	Howard Park
92	Forest Park Golf Course
93	Garwyn Oaks
94	Windsor Hills
95	Mount Holly
96	West Forest Park
97	Dickeyville
98	Wakefield
99	Franklinton
100	West Hills
101	Hunting Ridge
102	Edmondson Village
103	Gwynns Falls/Leakin Park
104	Fairmont
105	Rosemont
106	Winchester
107	Franklinton Road
108	Edgewood
109	Lower Edmondson Village
110	Saint Josephs
111	Carroll-South Hilton
112	Shipley Hill
113	Gwynns Falls
114	Millhill
115	Wilheim Park
116	Carroll Park
117	Morrell Park

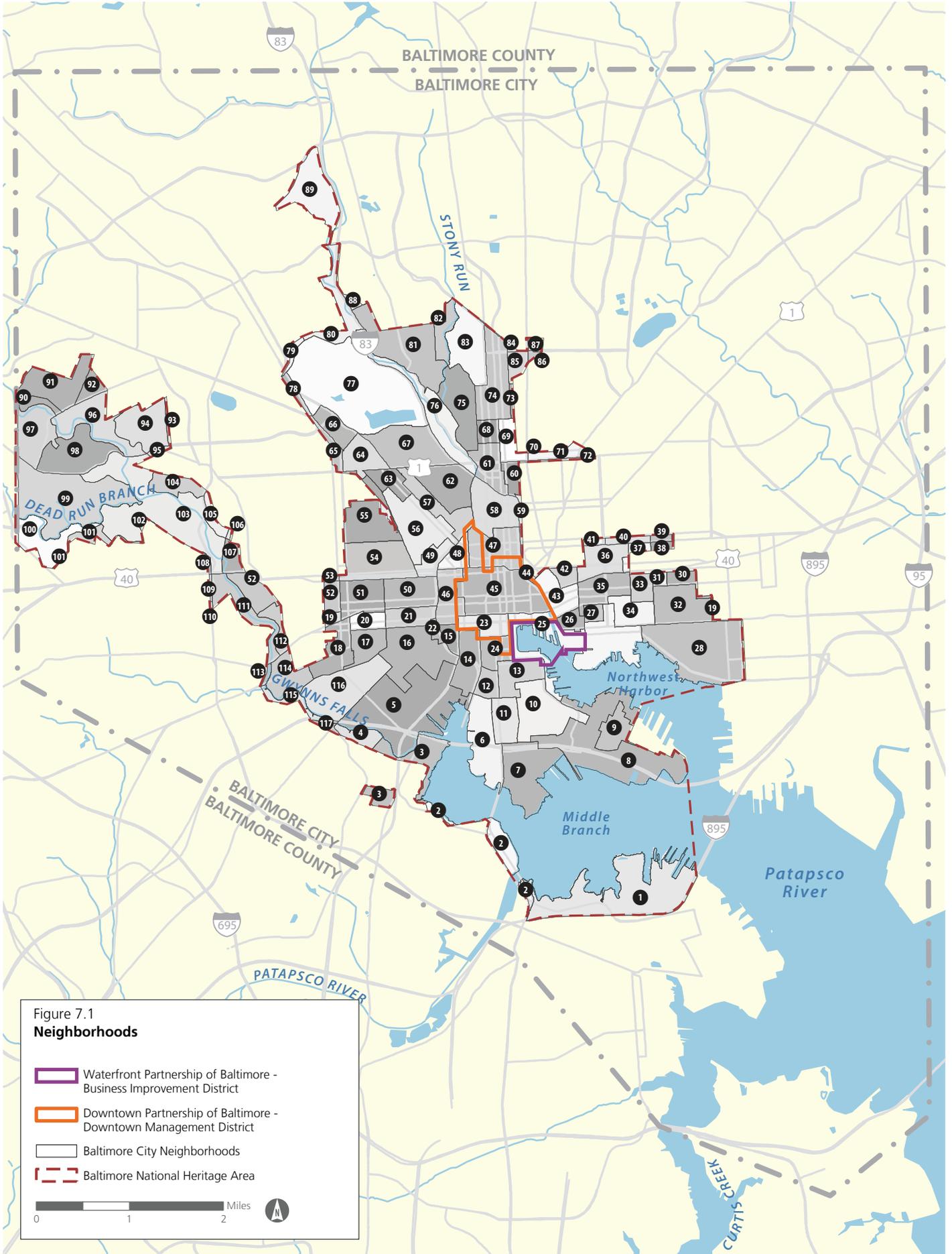


Figure 7.1
Neighborhoods

- Waterfront Partnership of Baltimore - Business Improvement District
- Downtown Partnership of Baltimore - Downtown Management District
- Baltimore City Neighborhoods
- Baltimore National Heritage Area





The BHAA works with organizations such as the Friends of Patterson Park and the Parks & People Foundation to help preserve the city's parks and promote recreational opportunities.

Image: Parks & People Foundation

Objective 4.2 Community Revitalization

Support initiatives of public agencies and non-profit organizations that provide unique local experiences, spur economic revitalization, and promote neighborhood pride.

4.2.1 Collaboration with Partners

Collaborate with the Baltimore City Department of Planning Neighborhood Planning Program to support development and implementation of plans to improve heritage neighborhoods as viable and active places to live, learn, work, and play.

Action 4.2.1a Collaborate with staff in the city's neighborhood planning program to assess ways in which the BHAA and the city can work together in neighborhoods.

Action 4.2.1b Identify neighborhoods that would benefit from a neighborhood planning effort and advocate for plans to be completed by the city for those neighborhoods. Give priority to potential plans for heritage neighborhoods and emerging heritage neighborhoods.

Action 4.2.1c Engage as an active stakeholder in the city's neighborhood planning efforts for identified neighborhoods.

Collaborate with the Baltimore Development Corporation, community development corporations, Live Baltimore, and Main Street Programs to support initiatives for revitalizing older commercial corridors to enhance the quality of life and make communities more attractive for visitors.

Action 4.2.1d Make available to main street managers information on heritage resources and relevant interpretive themes for use in communications and in support of main street initiatives.

Action 4.2.1e Assist main street managers with hosting preservation meetings in main street neighborhoods.

Action 4.2.1f Assist main street managers with creatively promoting history and heritage within main street neighborhood events.

Action 4.2.1g Encourage applications for matching grants for qualifying preservation and enhancement initiatives within the heritage area's six main street neighborhoods.

Action 4.2.1h Develop a matching grant program for qualifying preservation, interpretation, and enhancement initiatives.

Action 4.2.1i Assist main street managers in exploring with Baltimore City options to facilitate use of flags and banners on buildings within the heritage area.

Collaborate with the heritage area's three arts and entertainment districts to develop, promote, and support diverse artistic and cultural activities.

Action 4.2.1j Assist the Baltimore City Office of Promotion and the Arts and the arts and entertainment district managers with creatively promoting history and heritage during arts and entertainment district events.

Action 4.2.1k Encourage applications for matching grants for qualifying preservation and enhancement initiatives within the heritage area's three arts and entertainment districts.

Action 4.2.1l Develop a matching grant program for qualifying preservation and enhancement initiatives within the heritage area's three arts and entertainment districts.

Objective 4.3 Recreation Experiences in City Parks and Open Spaces

Promote investments in city parks and open spaces to enhance safe and accessible recreation opportunities for residents and visitors.

4.3.1 Park, Open Space, and Recreation Enhancement Activities and Initiatives

Support planning and development of recreational linkages for heritage interpretive sites and heritage neighborhoods.

Action 4.3.1a Support the Baltimore Trails Council and Bike Baltimore with identifying needs and priorities for the development and continued maintenance of the city's trail system group.

Support planning and development of recreational trails, including completion of existing and planned greenway trails.

Action 4.3.1b Collaborate with appropriate partners for a Herring Run greenway trail.

Action 4.3.1c Continue support of the maintenance and enhancement of the Gwynns Falls and Jones Falls Trails.

Coordinate and collaborate with park and open space partners to explore opportunities and challenges associated with creating an overarching friends group for city parks and open spaces.

Action 4.3.1d Research models of successful overarching friends groups for city park systems.

Action 4.3.1e Convene park and open space partners to assess potential opportunities for a city parks and open space friends group.

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

Action 4.3.1f Provide technical assistance with developing guided, self-guided, or web-based park walking tours.

Action 4.3.1g Encourage applications for matching grants for interpretation initiatives in parks.

Action 4.3.1h Develop a matching grant program for qualifying interpretation initiatives in parks.

Collaborate with the Downtown Partnership of Baltimore (DPOB) and Baltimore City to implement recommended priority projects identified in the Downtown Open Space Plan (DPOB 2010).

Action 4.3.1i Collaborate with DPOB and Baltimore City to assess opportunities for implementing priority open space projects.

Action 4.3.1j Identify heritage neighborhoods and emerging heritage neighborhoods that would benefit from priority open space projects and advocate for early implementation of those projects.

Action 4.3.1k Engage as an active stakeholder in efforts led by the DPOB and the city to implement priority projects.

Action 4.3.1l Encourage applications for matching grants for qualifying open space projects.

Action 4.3.1m Develop a matching grant program for qualifying open space projects.



Girl's Lacrosse at UTZ Field in Patterson Park
Image: Parks & People Foundation

8 Management, Implementation, and Business Plan

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8.2	Heritage Area Management Objectives and Implementing Actions.....	8-2
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Management, Implementation, and Business Plan



8.1 Introduction

Through the management planning process, the Baltimore Heritage Area Association (BHAA) has developed a management framework that will guide its actions over the next 10 years. BHAA in collaboration with its partners will implement a wide range of actions that will collectively seek to accomplish BHAA's mission and the vision for the national heritage area. Actions related to interpretation, stewardship, heritage tourism development, and heritage area neighborhoods are presented in the previous Section 7.0. The following Section 8.0 is the BHAA's business plan. As such it presents actions related to how BHAA will manage the heritage area in a financially sustainable fashion over the long-term. The business plan generally includes the following:

- commitments to further clarify and formalize the role, operation, financing, and functions of BHAA as the local coordinating entity
- a description of the heritage area's partnership structure and opportunities for partner involvement in heritage area programs
- a long-term implementation plan summarizing when and how each management action will be implemented, responsibilities, and funding sources
- a detailed implementation plan for FY14, FY15, and FY16 highlighting high priority short-term actions
- identification of funding sources to support BHAA operations and programs
- a detailed budget demonstrating that BHAA has the financial resources to implement the management plan in FY14, FY15, and FY16

The business plan is designed to accomplish the overall Goal 5 for the heritage area, which is to assure a strong, effective, and sustainable management organization for the Baltimore National Heritage Area. The business plan presentation is organized around six related objectives, as follows:

Objective 5.1 Manage the Baltimore Heritage Area Association (BHAA) to effectively and sustainably support its mission.

Objective 5.2 Manage BHAA finances and assets in a responsible and accountable manner.

Objective 5.3 Develop a sustainable diversified range of financial resources for the BHAA.

Objective 5.4 Work collaboratively with heritage partners to preserve heritage resources and strengthen local and regional economies through heritage-based initiatives.

Objective 5.5 Reach out to the heritage area's partners, stakeholders, residents, and visitors using a variety of media and techniques, broadening the scope of communications as programs grow.

Objective 5.6 Manage and routinely evaluate programs and activities in accordance with a long-term management framework designed to accomplish the BHAA's mission.

8.2 Heritage Area Management Objectives and Implementing Actions

8.2.1 Association Organizational Management

Objective 5.1

Manage the Baltimore Heritage Area Association (BHAA) to effectively and sustainably support its mission.

In May of 2011 the Baltimore Heritage Area Association (BHAA) was incorporated as a 501(c)3 non-profit organization in the state of Maryland. Prior to that time the BHAA existed only as an advisory committee to the Office of the Mayor. The full advisory committee consisted of 25 to 40 members with an executive committee of approximately 10 members. From 2001 to 2011 the heritage area's staff worked as either employees or consultants for the city of Baltimore in the Office of the Mayor. Upon formation of the 501(c)3, the management of BHAA shifted to a Board of Directors with staff working directly for the non-profit organization.

BOARD OF DIRECTORS

BHAA's board of directors formed as part of the incorporation process which included the creation of bylaws, a conflict of interest statement, and basic policies that allowed the new non-profit organization to get started. The non-profit's founding documents were created in order to ensure that the BHAA board carries out its legal and financial responsibilities ethically, as required by law, and in accordance with national and state heritage area programs.

Although a lot of thought and preparation went into the formation of the new non-profit organization, it was understood from the beginning that the organization would need to take a number of actions during its early formative years to lay the foundation for a strong and vibrant non-profit organization in the future. The following actions are necessary in order to not only meet legal requirements but to also meet what are currently understood to be best practices in the non-profit community.

Action 5.1.1a Expand the board of directors to the desired maximum number of members needed to conduct the affairs of the BHAA and to carry out the board's legal and financial responsibilities. Bring in individuals with diverse skills, backgrounds, and experiences who are committed to board service. Include at least one resource conservation representative.

Action 5.1.1b Expand board governing documents to include policies and procedures regarding board operations and accountability, such as:

- board responsibilities
- board composition (board size, terms and term limits, board member recruitment, annual board self-assessment, removing inactive board members)
- board governance
- delegation of decision-making authority and oversight of delegated activities
- approval of transactions
- conflict of interest
- transactions with insiders
- whistleblower
- annual meeting schedule

Action 5.1.1c Develop and maintain a board manual that provides board members with clear expectations for their service, informs members about the board's legal and fiduciary responsibilities, describes board operating procedures, and provides important board policies.

Action 5.1.1d Delegate decision-making authority by establishing committees of the board with clearly defined roles and responsibilities for reporting to the board or staff, including:

- executive committee
- heritage advisory committee
- development committee
- marketing committee
- nominating committee
- standing committees (as needed)
- special committees (as needed)

Action 5.1.1e Establish policy describing lines of authority, communication, and responsibility between the board and staff, and delegating supervisory authority over all staff to the executive director.

Action 5.1.1f Conduct board orientation meetings at a minimum of every three years.

STAFF AND CONSULTANTS

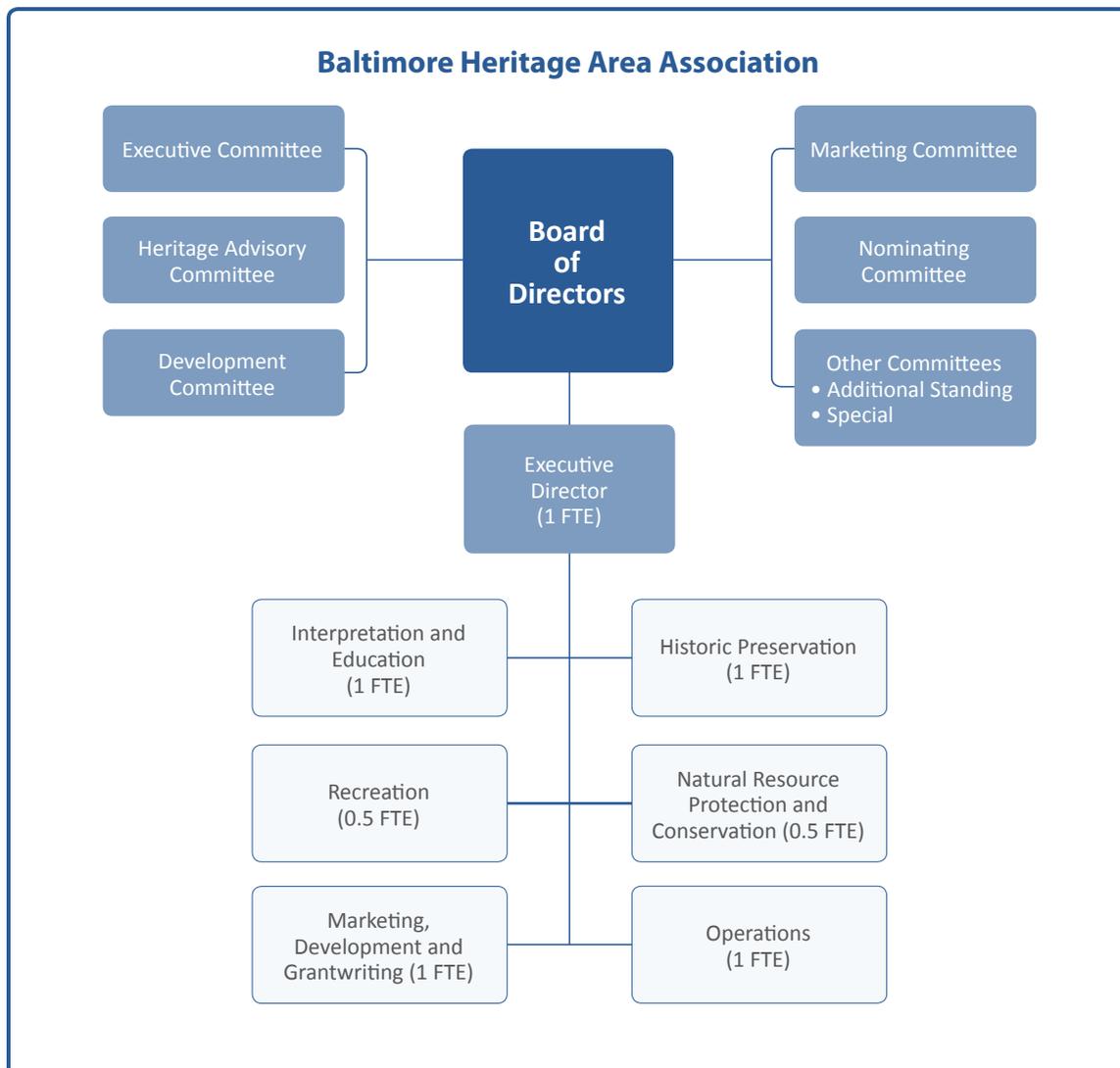
From 2001 to 2011 the heritage area experienced growth in terms of staffing and use of consultants while it was organizationally a part of the Office of the Mayor. During those years there was a paid city employee who served as an executive director. Consultants were hired to perform part-time and seasonal work from 2001 to 2007. In 2007 a consultant was hired to serve as the heritage area's trails and byways manager. In 2008 the heritage area was able to increase the education and outreach administrator consultant's hours as well. At the time of the formation of the non-profit organization, BHAA basically had three full-time staff members. As part of the transition, the roles and responsibilities of those staff members were reevaluated. BHAA hired three full-time staff and a part-time administrative

assistant. The full-time staff were as follows: executive director, director of historic preservation and interpretation, and manager of programs and partnerships.

Since 2005, when the guided tour program began, the city has employed approximately a dozen seasonal tour guides for the heritage area. Today, the BHAA treats those seasonal guides as seasonal employees.

As BHAA transitioned, it hired consultants to provide services that were formerly provided by the city. The most immediate example was the hiring of a consultant to provide accounting services for the organization. As BHAA grows it will need to hire additional consultants to meet the needs of the organization.

Figure 8.1 Baltimore Heritage Area Association – Organizational Chart





The Lightship *Chesapeake* once guided ships into the mouth of the Chesapeake Bay. Today the ship, a National Historic Landmark, is one of four vessels in the collection of Historic Ships in Baltimore.

Image: Jason Vaughan, BHAA

A key immediate need of the organization will be to maintain sufficient staff and consultants to conduct the BHAA's programs and activities. As the organization grows it will need to address its staffing and consultant needs. The following actions comprehensively address what the organization will do to implement the many objectives and actions included within this plan.

Action 5.1.2a As part of annual work plan development complete annual reviews of the BHAA's programs and activities to assess staffing and consultant needs. Accompany these reviews with annual plans for funding needed to support staff and consultants.

Action 5.1.2b Secure funding to support up to six full-time staff, including an executive director and staff to support current programs and activities, as follows:

- interpretation and education
- historic preservation
- marketing, development, and grantwriting
- recreation and natural resource protection and conservation
- operations

Action 5.1.2c Continue to use consultants to meet the BHAA's need for legal counsel and accounting services.

Action 5.1.2d Engage additional consultants, as needed, to provide professional services as needed for routine operations and for special projects, such as:

- information technology
- website development and maintenance
- graphic design
- geographic information system (GIS) database maintenance and development
- fundraising
- insurance and employee benefits

Action 5.1.2e Complete and maintain current written job descriptions for all staff.

Action 5.1.2f Develop an employee manual including written personnel policies with appropriate accompanying procedures or guidelines that conform to federal and state law.

Action 5.1.2g Develop and implement procedures for selecting consultants and securing contracts.

Action 5.1.2h Develop a volunteer program that includes volunteer guidelines, volunteer contracts, incentives, and recognition programs.

Action 5.1.2i Collaborate with local universities and colleges to use interns and class studios to assist the BHAA with achieving its goals and objectives where appropriate.

ORGANIZATION OPERATIONS

As a new organization, very few policies and procedures are formalized to the degree in which they will need to be for the organization to mature and expand its services. BHAA has by-laws and a minimal number of policies and procedures in place. It will be important for the organization to promote efficient operations by implementing policies and procedures that summarize how the BHAA conducts its affairs.

In order for the organization to meet standards and best practices as a non-profit organization, the following action will be a priority:

Action 5.1.3a Assemble BHAA policies and procedures into an organizational manual that guides activities of the board and staff.

8.2.2 Financial and Asset Management

Like any typical small non-profit organization, the board of directors has a treasurer who works closely with the executive director to manage the organization's financial resources. A consultant provides accounting services and a firm is hired to complete an audit at the end of each fiscal year. Although many of the following actions seem obvious, they are an extremely important part of the foundation of the organization.

Objective 5.2

Manage BHAA finances and assets in a responsible and accountable manner

ANNUAL BUDGET

As part of their fiduciary responsibility, the executive director and board of directors must create and approve an annual budget for the organization. Conducting an annual budgeting process is an essential part of the planning and management of the BHAA. When performing this task, the staff and board will need to continue to pay particular attention to the following detailed actions:

Action 5.2.1a Prepare an annual budget that is reviewed and approved by the board using the following basic steps:

- develop an annual work plan
- determine the costs of carrying out the annual plan
- make income projections
- compare expenses to income and adjust as necessary
- conduct board review and approve budget

FINANCIAL RECORDS

Financial records not only provide the organization with the appropriate back-up when reporting on expenditures for funders, but they also serve as the foundation that allows the organization to operate in an efficient, accountable, and transparent manner. As a non-profit organization, the transparency and accountability factors are of the utmost importance. It will be imperative that the BHAA maintain accurate financial records in accordance with Generally Accepted Accounting Principles (GAAP) or an alternative reporting method that is acceptable to a qualified financial advisor.

Action 5.2.2a Keep clear, complete, and accurate financial records with supporting documentation, including cash receipts journal, cash disbursements journal, payroll records, and general journal.

FINANCIAL REPORTS AND STATEMENTS

In order for the board of directors to meet its fiduciary responsibility it must routinely receive financial reports and statements that provide a clear reflection of the financial status of the organization. Not only must reports and statements be provided, but sufficient time during board meetings needs to be dedicated to their review.

Action 5.2.3a Prepare quarterly financial reports for board review on a regular (at least quarterly) basis and a final report at year end.

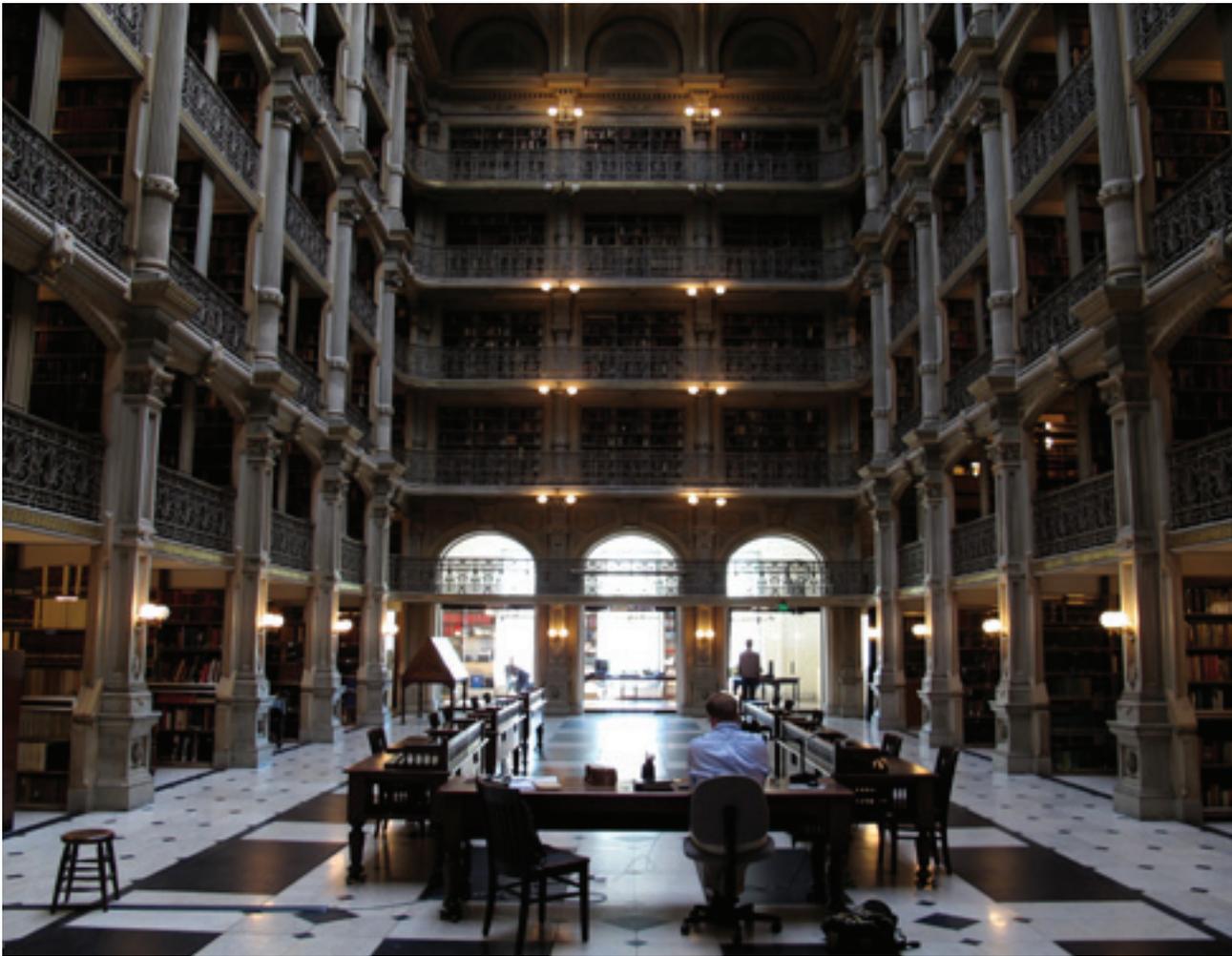
AUDITS

Prior to 2012, the BHAA did not participate in an annual audit due to the fact that operations were part of the Office of the Mayor. Beginning with the non-profit's first fiscal year (July 1, 2011 to June 30, 2012) the BHAA initiated an annual audit process, as required by its bylaws. The audit is necessary to ensure the accuracy of the BHAA's financial records and the reliability of the systems used to produce its records. The audit, and completion of the organization's Form 990 every year, creates the foundation for a transparent and accountable organization that public and private organizations can be comfortable supporting financially. By taking the following actions, the BHAA will create a solid foundation as a trustworthy non-profit organization:

Action 5.2.4a Have annual audits of the BHAA's financial reports prepared by a certified public accountant (CPA).

Action 5.2.4b Meet requirements for audits of National Heritage Area Program – Heritage Partnership Program funding records by:

- completing required audits of federal heritage partnership program funding records following Generally Accepted Government Audit Standards (GAGAS); submit audit report to the heritage partnership program
- submitting annual audit status reports to the heritage partnership program
- requiring in all agreements authorizing expenditures of federal funds by other organizations, that the receiving organizations make available for audit all records and other information pertaining to the expenditure of the funds



The breathtaking library of the Peabody Institute serves the nation's oldest conservatory for music, established in 1857 from a bequeath by London-based banker George Peabody.

Image: David Guiney

INTERNAL SYSTEM FOR HANDLING MONEY

As a new non-profit organization, the BHAA has implemented basic internal controls and procedures for handling money based upon the recommendations of its accounting consultant and the results of its first audit from its first fiscal year. It is necessary to establish a sound system of internal controls and procedures for handling money, by more comprehensively formalizing the policies and procedures through written guidelines.

Action 5.2.5a Formalize the BHAA's system of fiscal controls regarding budget monitoring and budget amendment, handling of cash receipts, cash disbursements, and physical controls and security measures.

INVESTMENT AND MANAGEMENT OF FINANCIAL ASSETS AND DEDICATED FUNDS

Due to its dependence upon public support through grants and its reliance on in-kind support from the city until 2012, the BHAA has not needed to create investment strategies. With the formation of the non-profit organization and more aggressive fundraising, the BHAA will need to establish a system for responsible and prudent investment and management of the BHAA's financial assets. These investments will be important in order to create a sustainable organization able to withstand the unpredictable nature of public and private support.

Action 5.2.6a Formalize the BHAA's policies for short-term investments, long-term investment of permanent funds, and the uses of dedicated funds.

8.2.3 Funding

Objective 5.3

Develop a sustainable diversified range of financial resources for the BHAA.

As a state-certified heritage area since 2001, the BHAA has enjoyed strong public support from the state and city for the past decade. In 2009, when designated a national heritage area, BHAA enjoyed the addition of federal support for its operations. From 2001 through 2011, the heritage area was unable to participate in private giving initiatives due to ethics laws because of its placement in the Office of the Mayor. However, during that time, the heritage area took full advantage of its ability to apply for public grants in addition to receiving state and city financial support, successfully receiving more than \$845,000 in funding.

As a new non-profit organization operating outside of the Office of the Mayor, BHAA is now able to fully participate in private as well as public fundraising. During its formative years it will be very important for BHAA to develop policies and procedures surrounding its fundraising as well as strategies that will help to build a strong sustainable organization well into the future. Although its public support from local, state, and federal sources is expected to remain strong, BHAA should not be reliant on these sources as permanent or guaranteed. The diversification of its funding base is key to its long-term future.

RESOURCE DEVELOPMENT

BHAA has a unique opportunity to develop its financial resource base from scratch even though the heritage area has existed and thrived for over a decade. BHAA has many successes which it can celebrate and upon which it can build. It has a positive image in the community and it is seen as an organization that accomplishes what it sets out to achieve. Whether it is the development, fabrication, and installation of interpretive signage throughout the heritage area or training regional guides to provide high quality guide services to visitors, the heritage area has filled a local niche bringing partners together in order to improve the overall local heritage tourism product.

BHAA must now promote and support an organizational culture that has an aggressive long-range focus on resource development as the key to financial sustainability. Resource development must now be a part of every decision that the board of directors and staff make on a daily basis. The following actions will be necessary to build an organizational culture that is dedicated to creating a sustainable future for BHAA:

Action 5.3.1a Establish a development committee of the board responsible for overseeing preparation and implementation of a development plan.

Action 5.3.1b Prepare for development planning by:

- assessing internal factors that affect the BHAA's readiness for development
- assessing external factors that affect the BHAA's approach to development
- defining the prospective donor pool

Action 5.3.1c Prepare a long-term (5-year) development plan with accompanying annual work plans with the goal of integrating development into all aspects of programs and operations.

Action 5.3.1d Update the long-range development plan on a regular basis to maintain a time horizon beyond the annual work plan of at least three years.

Action 5.3.1e Establish restricted special funds to support critical elements of the development program.

Action 5.3.1f Include staff time to coordinate and implement development activities in the BHAA's annual work plans.

Action 5.3.1g Provide training to staff in development skills.

BALTIMORE CITY FUNDING

The city of Baltimore has provided strong support for the heritage area even before its certification as a state heritage area. The state certification process requires strong local support. Baltimore city agencies, especially the Office of the Mayor, has demonstrated that support in many ways, including adopting the approved 2001 Management Action Plan as part of the city's comprehensive plan. In 2012 when the heritage area transitioned out of the Office of the Mayor forming a non-profit organization the relationship with the city changed. The BHAA now operates under an agreement with the city that was approved by the Mayor and City Council of Baltimore in December of 2011. This agreement provided BHAA with guaranteed funding for general operations for its first year with the ability to return to the city for nine additional years in order to request annual financial support. BHAA must annually submit a budget request to the city through the director of finance. The budget request is reviewed as part of the city's overall budget process. Although the support is not guaranteed, the city is expected to respond favorably upon BHAA's annual requests as long as BHAA demonstrates that it is achieving the goals and actions set forth in the agreement.

BHAA should work to maximize annual funding to support association operations as available from the city through the

general fund but also through initiatives that other non-profit organizations have found effective. No single action excludes the possibility of pursuing the other actions.

Action 5.3.2a Seek annual grant support from Baltimore City's General Fund.

Action 5.3.2b Seek additional grant support from other grant programs administered by Baltimore City agencies when available.

Action 5.3.2b Pursue a dedicated revenue stream through the Baltimore City budget process.

MARYLAND HERITAGE AREAS PROGRAM FUNDING

Since 2001, BHAA has enjoyed strong financial support from the Maryland Heritage Areas Authority (MHAA) for general operations. This support, in conjunction with the city support, has been a key to the heritage area's success because these sources fund staff positions and general operations. Very few grant programs fund general operations.

Originally, heritage areas in Maryland were certified for a ten-year period with the expectation that they would be self-sustainable at the end of that period. It became very clear, as the ten-year period ended for many state heritage areas, that this expectation was not realistic. Without basic general operating support, heritage areas would simply not exist. The basic support allows them to build partnerships that leverage funding from many sources. In 2010, as BHAA approached its ten-year anniversary as a state certified heritage area, the MHAA participated in a strategic planning exercise. The resulting strategic plan required state heritage areas to create five-year plans and annual plans, and to identify performance measures upon which they can be judged. BHAA submitted its five-year plan and first annual plan in the spring of 2012. Annual funding is now based upon BHAA's performance regarding its annual plan. As long as BHAA meets its performance measures, it can expect to receive state funding for general operations. It is important to note, however, that this funding is based entirely on whether or not the funding is placed in the state's budget by the governor and approved by the legislature.

It will be important in the years to come for BHAA to maximize annual funding to support its operations as available from the Maryland Heritage Areas Program through the development of annual work plans that create performance measures that will guarantee success.

Action 5.3.3a Complete annual work plans and submit annual management grant funding applications to MHAA

NATIONAL HERITAGE AREA PROGRAM – HERITAGE PARTNERSHIP PROGRAM FUNDING

When the Baltimore National Heritage Area joined the family of national heritage areas in March 2009, it became eligible to receive federal funding through the Heritage Partnership Program via the National Park Service (NPS). Although legislated to receive up to a million dollars a year upon completion and approval of a comprehensive management plan, funding is dependent upon annual appropriations in the federal budget. Sufficient funding for the national program has not been achieved for many years and it is not expected to occur in the near future.

In response to the limited funds that are available, the NPS has developed a funding formula that it uses to award funds to all forty-nine national heritage areas. Although the funding formula is in transition, it is expected to be based upon a number of performance measures in the future

It will be important for BHAA to maximize annual funding to support association operations as available from the Heritage Partnership Program by meeting performance measures and expectations as they are developed by the NPS. The current proposed funding formula is based upon three tiers, all of which are dependent upon the federal appropriation. The three tiers are: base funding, implementation funding, and performance challenge funding. BHAA should strive to achieve the highest level of funding possible through the Heritage Partnership Program.

Action 5.3.4a Continue to meet performance measures qualifying the BHAA to receive annual base funding from the Heritage Partnership Program by:

- matching national heritage area funding (as required by the federal Heritage Partnership Program)
- drawing down national heritage area funding (as required by the federal Heritage Partnership Program)

Action 5.3.4b Meet eligibility requirements and performance measures qualifying the BHAA to receive annual implementation funding from the Heritage Partnership Program by:

- matching national heritage area funding (as required by the federal Heritage Partnership Program)
- drawing down national heritage area funding (as required by the federal Heritage Partnership Program)
- maintaining an approved management plan
- retaining at least one full-time, paid staff person (1 FTE) to assume financial and administrative responsibility of heritage area funds and projects

Action 5.3.4c Meet eligibility requirements qualifying the BHAA to receive annual performance challenge funding from the Heritage Partnership Program by:

- securing implementation funding for three prior years
- completing a business plan that complies with requirements for business planning of the federal Heritage Partnership Program
- completing a financial resource development plan that complies with requirements for development planning of the federal Heritage Partnership Program
- matching national heritage area funding as required by the federal Heritage Partnership Program
- drawing down national heritage area funding, as required by the federal Heritage Partnership Program

OTHER GRANTS

BHAA has a strong record of success regarding grant applications for special projects. In the past, special project applications have been submitted to numerous programs, including, but not limited to, the following: Preserve America, Maryland State Highway Administration Scenic Byway Program, Maryland Humanities Council, Baker Fund (Baltimore Community Foundation), France-Merrick Foundation, Chesapeake Bay Gateways and Watertrails Network, and Maryland Heritage Areas Authority. These special funds provided the support necessary to implement heritage tourism development projects that otherwise would not have been possible.

In order to implement the many actions and projects that this comprehensive management plan outlines, BHAA will need to aggressively pursue support through grants from foundations, corporations, and other federal, state, and local government grant programs. Although BHAA has enjoyed success in the past in this area, it will need to develop a broader reach by researching funding sources that it has not previously tapped. This activity will require significant staff time and may require additional support.

Action 5.3.5a Continuously research grant opportunities available through government, private foundation, and corporate grant programs.

Action 5.3.5b Identify staff grantwriting training needs and seek training, as appropriate.

Action 5.3.5c Prepare a set of standard deliverables needed to support grant applications.



Grant funding from the Maryland Heritage Areas Authority supports BHAA's operational and programmatic activities. A marketing grant provided partial funding for a map and guide of the heritage area, which is broadly distributed throughout the city and at state visitor centers.

Image: BHAA

Action 5.3.5d Set and meet annual targets for grant applications to Baltimore City as part of annual work plans (in addition to routine annual grants).

Action 5.3.5e Set and meet annual targets for grant applications to the Maryland Heritage Areas Authority (in addition to routine annual grants).

Action 5.3.5f Set and meet annual targets for grant applications to the National Park Service as part of annual work plans (in addition to routine annual grants).

EARNED INCOME

Prior to its separation from city government, BHAA did not necessarily need to focus on the development of earned income revenue streams. However, as a new non-profit organization with strong programs in existence and others in the planning stages, BHAA has an opportunity to develop a strategy that will allow for earned income without jeopardizing its role in the local heritage tourism development community. This will take special thought and attention, but the results will be well worth the effort.

BHAA should engage in appropriate earned income entrepreneurial activities that do not unnecessarily compete with its partners. The following actions will help BHAA to

include earned income revenue as part of its overall plan for sustainability:

Action 5.3.6a Develop a plan for earned income using existing projects and programs (e.g. GPS-based tour at the Inner Harbor Visitor Center and walking tours) as models.

Action 5.3.6b Include a focus on earned income while creating the development plan.

Action 5.3.6c Explore additional opportunities for earned income.

PRIVATE GIVING

Until 2012, BHAA could not participate in private giving initiatives due to its administration out of the Office of the Mayor. Now as a stand-alone non-profit organization, BHAA can build a donor base that can provide much-needed unrestricted funding for general operations. By building its private giving base, BHAA will reduce its reliance on general operating support from local, state, and federal funding.

An important challenge to BHAA regarding private giving will be its ability to compete with its partners seeking support from the same donors. In a community that already has non-profits significantly outnumbering donors, this will not be easy to do. BHAA will seek to meet this challenge by working with its partners during development of the private giving component of the long-range development plan (action 5.3.1d above). As part of developing and implementing the plan BHAA will:

Action 5.3.7a Set an annual target for private giving.

Action 5.3.7b Develop a potential donor database.

Action 5.3.7c Develop a donor nurturing and engagement plan with regular communications.

Action 5.3.7d Request support annually from all potential private donors and develop targeted specific “asks” when feasible.

In November 2012, the heritage area partnered with Fort McHenry National Monument and Historic Shrine, the American Flag Foundation, and the Maryland Historical Society to produce an 1812-themed fashion show.

Image: Kelly Cooper, Maryland Office of Tourism Development

8.2.4 Partnerships

Objective 5.4

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

As is the nature of any heritage area, BHAA is very dependent upon its partners. In fact it was a number of BHAA's partners that came together in order to form the heritage area in the first place. They recognized the need for an organization to serve as the “glue” to bring a wide variety of diverse partners together in order to promote economic development through heritage tourism.

BHAA has depended upon those partners to accomplish its goals over the past decade and BHAA will continue to depend upon those very same partners in the years ahead. Not surprisingly, partnerships can be challenging. BHAA has oftentimes found itself in a mediator role. Partners come to the table with their own agendas.

BHAA must also always be mindful of competing with partners for limited local resources as well as the ongoing challenge of overlapping missions. This is especially true now as a stand-alone non-profit organization. BHAA will need to remain focused on serving as the glue that brings and holds partners together in order to accomplish mutually agreed upon goals. The process of creating this comprehensive management plan is a great example of how BHAA can work with partners to set goals and objectives that will benefit everyone.



Figure 8.2 Baltimore National Heritage Area – Partnership Structure

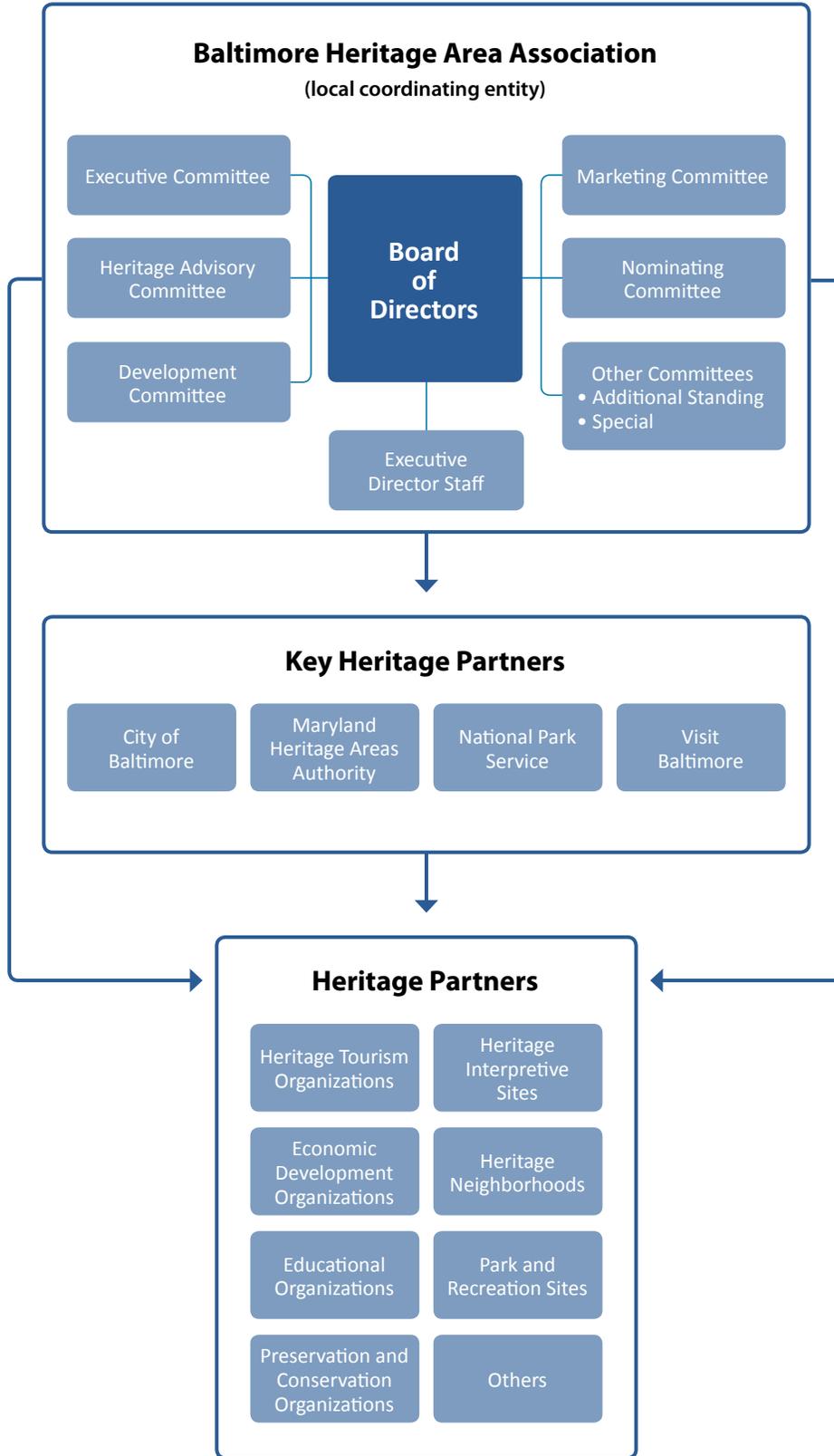


Table 8.1 Heritage Area Partners – Opportunities for Involvement

Partner Involvement		Baltimore National Heritage Area Association	City of Baltimore	Maryland Heritage Areas Authority	Visit Baltimore	NPS Heritage Area Program	NPS Fort McHenry NMHS	NPS Chesapeake Bay Office	Scenic Byways Programs	Heritage Area Tourism Organizations	Heritage and Interpretive Sites	Heritage Neighborhoods	Economic Development Organizations	Educational Organizations and Institutions	Preservation and Conservation Organizations	Park and Recreation Sites
Interpretation																
1.1	Unified Image and Understanding of Baltimore's Interpretive Themes	C/M	F	F	S/M	F	M	S/M	S/M/F	S/M	M	M		M	M	M
1.2	Interpretive Messaging and Materials	C/M	F	F	S/M	F	S/M	S/M	S/M/F	S/M	S/M	S/M		S/M	S/M	S/M
1.3	Programs and Events	C/M	F	F	S/M	F	S/M	S/M	S/M/F	S/M	S/M	S/M		S/M	S/M	S/M
1.4	Educational Programming	C/M	S/F	F		F	S/M	S/M	S/M/F		M	M		S/M	S/M	M
1.5	Research	C	S/F	F		F	S				M	M		S/M	S/M	M
Stewardship																
2.1	Public Appreciation of Heritage Resources	C/M	S/M/F	S/F	S/M	F	S/M	S/M	S/M	S/M	M	M		S/M	S/M	S/M
2.2	Historic Preservation	C/M	S/M/F	F		F		S/M/F	S/F	S				S/M	S/M/F	S/M
2.3	Cultural Resource Preservation	C/M	S/M/F	F		F		S/M/F	S/F	S				S/M	S/M/F	S/M
2.4	Archeological Resource Protection	C/M	S/M/F	F		F		S/M/F	S/F	S				S/M	S/M/F	S/M
2.5	Natural Resource Protection and Conservation	C/M	S/M/F	F		F		S/M/F	S/F	S				S/M	S/M/F	S/M
Heritage Tourism																
3.1	Building Visibility and Growing Audiences	C/M	F	F	S/M	F	M	S/M	S/M	S/M	M	M		S/M	S/M	M
3.2	Orientation and Wayfinding	C/M	S/M/F	F	S/M	F	S	S/F	S/F	S/M	S	S	S/M/F			S
3.3	Improving the Experience of Visitors	C/M	S/F	F	S/M	F		S/M/F	S/F	S	M	S/M		M	S/M	M
Neighborhoods																
4.1	Heritage Neighborhoods	C/M	S/M/F	F		F			S/F	S	S	S/M	S/M/F		S/F	
4.2	Community Revitalization	C/M	S/M/F	F		F			S/F		S	S/M/F	S/M/F		S	
4.3	Recreation Experiences in City Parks and Open Spaces	C/M	S/M/F	F		F		S/M/F	S/M/F		S	S/M				S/M
Management																
5.1	Association Organizational Management	C/M	F	F		F										
5.2	Financial and Asset Management	C/M														
5.3	Funding	C/M	F	F	S	F				S				S	S	
5.4	Partnerships	C/M	F	F	S	F	M	S/M/F	S/F	S	M	M		S/M	S/M	M
5.5	Communications and Public Involvement	C/M	F	F	S/M	F	M	S	S	S/M	M	M		M	M	M
5.6	Planning/Evaluation	C/M	S/M/F	S/M/F	M	S/M/F	M	S/M/F	S/M/F	M	M	M		S/M	S/M	M

PARTNERSHIP STRUCTURE

BHAA's current formal partnership structure is based upon a heritage advisory committee that reports to the board of directors. This committee advises the board of directors regarding the direction of the organization and serves as a sounding board on issues and initiatives. Informally, the BHAA's staff works with partners on a daily basis on virtually every project and initiative. Currently these partnerships are not formalized, although it should be pointed out that this approach has worked well for BHAA up until this point.

Whether formal or informal, BHAA must continue to build partnerships among a wide variety of organizations, institutions, agencies, and community groups. The following actions outline a sound approach for BHAA regarding partnership development:

- Action 5.4.1a** Function as the local coordinating or management entity for the heritage area meeting requirements of the federal Heritage Partnership Program and the Maryland Heritage Areas Program.
- Action 5.4.1b** Work closely with key partners to maximize grant support and technical assistance to support the BHAA as the local coordinating entity. Key partners include the National Park Service, the Maryland Heritage Areas Authority, Baltimore City, and Visit Baltimore (the heritage area's designated destination marketing organization). Maintain cooperative agreements or annual grant agreements with each key partner.
- Action 5.4.1c** Recognize heritage partners whose missions support preservation of heritage resources and/or promote heritage tourism (Figure 8.2).
- Action 5.4.1d** Involve heritage partners in BHAA management by maintaining a heritage advisory committee that serves in an advisory capacity to the board of directors.
- Action 5.4.1e** Explore opportunities for formalizing partnerships with heritage partners through cooperative agreements stating the intentions of each party and the assumed outcomes. Establish cooperative agreements if determined beneficial.

ASSISTANCE TO HERITAGE PARTNERS

BHAA's partners are very diverse when it comes to their ability to serve visitors, raise funds, develop heritage tourism products, or even keeping their doors open. One of the key roles that BHAA can play is to serve as a resource for those partners that can benefit from additional training and networking. As less advanced partners increase their ability to serve visitors and residents, the overall heritage tourism product for the region improves. One of the best examples is how this plays out along the heritage area's walking trails. Most of the trails have a couple of strong partners with excellent visitor services while a dozen or more sites along each trail are challenged in some way. BHAA has learned over time that a small amount of assistance for those sites that are challenged can lead to much-improved visitor experiences. A small amount of resources can go a long way in many cases.

In order to improve the heritage tourism experience throughout the heritage area, BHAA should support growth and development of heritage partners' capacity and programs. This can be done in all of the following ways:

- Action 5.4.2a** Establish guidelines for heritage partners to undertake self-assessments to determine how they can collaborate with the BNHA initiative. Include in the guidelines indications as to how the BHAA might provide support for that collaboration.
- Action 5.4.2b** Implement a grantmaking program for heritage partners.
- Action 5.4.2c** Provide technical assistance to heritage partners for identification of grant opportunities and grant writing (especially for writing grant applications for heritage area funding).
- Action 5.4.2d** Provide technical assistance to heritage partners for program and product development.
- Action 5.4.2e** Provide heritage area partner networking opportunities where information sharing occurs and opportunities for collaboration are explored.
- Action 5.4.2f** Hold an annual meeting for all heritage area stakeholders and partners.
- Action 5.4.2g** Provide annual awards to key heritage area partners and supporters.



Maryland Governor Martin O'Malley, U.S. Senator Benjamin Cardin, and former U.S. Senator Paul Sarbanes spoke at Fort McHenry in January 2007 to announce the establishment of the Star-Spangled Banner National Historic Trail.

Image: BHAA

SPECIAL INITIATIVES WITH FEDERAL AND STATE PARTNERS – STAR-SPANGLED BANNER NATIONAL HISTORIC TRAIL

The Baltimore National Heritage Area is blessed with a plethora of national trails, scenic byways, national register historic districts, national historic landmarks, and national register sites, all merging in a very dense urban environment. A small number of these national programs should receive special attention due to the fact that they provide unique opportunities for the heritage area to build its brand and awareness based upon their existence and success. One of these national programs that deserves a special focus is the Star-Spangled Banner National Historic Trail (STSP).

Many of BHAA's partners have participated over the past few years in the comprehensive management plan process for the STSP. These partners are eager to implement the actions that were identified through the planning process. The themes of the STSP also tie closely to BHAA's thematic framework.

It will benefit BHAA to collaborate with the NPS Chesapeake Bay Office and its trail partners to develop the Star-Spangled Banner National Historic Trail as described in the trail's

Comprehensive Management Plan (Appendix S: Shaping a Star-Spangled Experience in Baltimore) (NPS 2012) and as outlined in the heritage area's memorandum of understanding as a contributing partner in the Star-Spangled Banner National Historic Trail. The following actions will assist BHAA and its partners as well as the STSP:

Action 5.4.3a Interpret the resources and stories associated with the Baltimore Visitor Center and Fell's Point through interpretive and educational initiatives, programs, exhibits, and materials which relate those resources, as appropriate to the Star-Spangled Banner National Historic Trail.

Action 5.4.3b Ensure physical or programmatic linkages with other existing or potential sites and segments associated with the trail.

Action 5.4.3c Monitor the standardized trail interpretive signage, orientation signage, and site identifier (as supplied by the NPS) in prominent, publicly accessible locations.

Action 5.4.3d Assist in marketing the trail and other sites and segments of the trail to visitors.

Action 5.4.3e Promote and interpret conservation stewardship of trail-related natural and cultural resources through resource management, interpretive programming, and citizen involvement.

SPECIAL INITIATIVES WITH FEDERAL AND STATE PARTNERS – CAPTAIN JOHN SMITH CHESAPEAKE NATIONAL HISTORIC TRAIL

Much like the Star-Spangled Banner National Historic Trail, the Captain John Smith Chesapeake National Historic Trail and its interpretive themes mesh well with the Baltimore National Heritage Area. A number of heritage area partners were involved in the development of the Captain John Smith Chesapeake NHT comprehensive management plan and they will benefit from the implementation of its objectives and actions.

BHAA should collaborate with the NPS Chesapeake Bay Office and its trail partners to develop the Captain John Smith Chesapeake National Historic Trail as described in the trail's Comprehensive Management Plan (NPS 2011b). BHAA can serve as a leader and convener with heritage area partners to implement the plan by taking the following actions:

Action 5.4.4a Consider entering into a partnership agreement with the NPS to become a trail partner, including implementation of agreed upon management actions.

Action 5.4.4b Participate as a stakeholder in development of the Patapsco River Segment Plan.

Action 5.4.4c Implement specific actions, as appropriate, recommended within the heritage area in the future Patapsco River Segment Plan.

SPECIAL INITIATIVES WITH FEDERAL AND STATE PARTNERS – WASHINGTON-ROCHAMBEAU REVOLUTIONARY ROUTE NATIONAL HISTORIC TRAIL

Designated a national historic trail in 2009, the Washington-Rochambeau Revolutionary Route passes through the Baltimore National Heritage Area and its interpretive themes intersect with the heritage area in a number of ways. Although this national trail does not enjoy as much financial support from the National Park Service as the two other national historic trails at this time, it does have an active local following willing to implement actions that raise awareness of the trail locally and with visitors. The group has been successful in the fabrication and installation of a number of waysides that tell the story of the trail.

BHAA should collaborate with the NPS Northeast Regional Office, the Washington-Rochambeau Revolutionary Route Association, and local trail leadership when possible to raise awareness of the trail and to pursue the completion of an approved comprehensive management plan.

Action 5.4.5a Implement management objectives for the trail as summarized in the trail's Draft Strategic Plan (NPS 2011b) to generally raise awareness of the trail through installation of wayfinding signage and interpretive waysides.

SPECIAL INITIATIVES WITH FEDERAL AND STATE PARTNERS – SCENIC BYWAYS

BHAA has served as an effective leader locally for the state and national scenic byways program. This is especially true for Charles Street. Beginning in 2007, the heritage area employed a trails and byways manager full-time to animate and support the local byways with a focus on Charles Street. In 2008, BHAA submitted the nomination to designate Charles Street a national scenic byway. This effort proved fruitful with the national scenic byway designation in October 2009.

Although numerous state byways have sections within the boundary of the Baltimore National Heritage Area, two national scenic byways (Charles Street and the Historic National Road) deserve special attention due to their ability to draw significant tourists to the region.

BHAA has enjoyed working closely with the Maryland State Highway Administration on the scenic byways program and the

Maryland Heritage Areas Authority encourages state heritage areas to focus on interpretation and other projects along their byways.

BHAA should continue to collaborate with the Maryland State Highway Administration Scenic Byways Program with a special focus on the sections of the Charles Street National Scenic Byway and Maryland's Historic National Road which fall within the boundary of the national heritage area.

Action 5.4.6a Assist with implementing recommendations of the *Charles Street Byway Management Plan* for the section of the byway within the heritage area.

Action 5.4.6b Collaborate with Maryland's Historic National Road to provide support (interpretation, marketing, communications) for the section of the National Road within the heritage area.

SPECIAL INITIATIVES WITH FEDERAL AND STATE PARTNERS – FORT MCHENRY NATIONAL MONUMENT AND HISTORIC SHRINE

BHAA has enjoyed a very strong partnership with Fort McHenry National Monument and Historic Shrine (NMHS) for more than a decade. Through consistent communication, common interpretive messages, and joint programs, BHAA and Fort McHenry NMHS have made a significant impact on the local heritage tourism community. BHAA routinely collaborates with the NPS thanks to excellent communication channels that have been developed by staff jointly serving on advisory committees and boards. This relationship should continue to be nurtured and new initiatives should be explored that will help NPS reach beyond the physical boundary of the park into the greater community.

Action 5.4.7a Continue to involve the park superintendent as a member of the BHAA Heritage Advisory Committee.

Action 5.4.7b Continue to routinely coordinate BHAA programming with Fort McHenry NMHS through the park's authorized technical representative.

Action 5.4.7c Continue to serve as a member of the board of the Friends of Fort McHenry.

Action 5.4.7d Explore new ways for Fort McHenry NMHS staff to expand their programming beyond the park's boundary into the broader community.

SPECIAL INITIATIVES WITH FEDERAL AND STATE PARTNERS – CHESAPEAKE BAY GATEWAYS AND WATERTRAILS NETWORK

Thirteen sites within the heritage area have received designation as a Chesapeake Bay Gateways and Watertrails Network (CBGN) site. These sites are eligible for technical and financial assistance from the NPS for purposes of identifying, conserving, and interpreting natural, recreational, historical, and cultural resources. To date, BHAA has not had a significant role in promoting the CBGN concept or with assisting heritage partners to obtain status as a CBGN site. In the future BHAA will seek to collaborate with NPS regarding how to promote the program within the heritage area and to assist sites with taking advantage of their CBGN status to promote the overall management goals for the heritage area.

Action 5.4.8a Explore formalizing a partnership with the NPS Chesapeake Bay Office that outlines how BHAA and NPS will collaborate to further implement the Chesapeake Bay Gateways and Watertrails Network (CBGN).

Action 5.4.8b Provide heritage area partners with information regarding opportunities to become designated CBGN sites.

Action 5.4.8c Make available to CBGN sites technical assistance with grant applications to NPS for technical and financial assistance through the CBGN program.



Feeding giraffes is one of many popular activities at the Maryland Zoo in Baltimore. The zoo, located within Druid Hill Park, is one of 13 Chesapeake Bay Gateway Network sites within the city.

Image: Maryland Zoo in Baltimore

8.2.5 Communications and Public Involvement

Objective 5.5

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

No matter how hard BHAA staff work to implement the objectives and actions outlined in this plan, the BHAA will not be capable of reaching a level of sustainability unless stakeholders and the public are aware of the heritage area and understand its importance to the region's economy. It is impossible for stakeholders or the public to advocate for the future of the heritage area if they are not even aware of what BHAA does or what its plans are.

Effective communications is key to the future of the heritage area. In the past the heritage area was able to depend upon its position in the Office of the Mayor to engage media and to use the city's communications tools to reach target audiences. Although now those tools are not out of reach for the BHAA as a non-profit organization, it will take new focus and attention to develop a plan for communications for the future.

BHAA staff have created a database of contacts which serves as a good foundation for developing a comprehensive database for outreach. Through monthly communications, the BHAA is currently easily able to update stakeholders on projects and opportunities that may be of interest to them. The database does not currently, however, serve as a media contact base.

Although numerous partners, especially those involved in marketing tourism, can assist BHAA with communications with the general public it is up to BHAA to develop a strategy and process for communicating its activities and initiatives broadly.

COMMUNICATIONS PLAN

The BHAA must first develop a communications plan that outlines strategies and a course of action for building the foundation needed for communicating with its stakeholders and the general public. BHAA should develop and implement a two-year communications plan that will incorporate heritage area identity and branding. The plan should tie to the marketing plan, the resource development plan, and the annual work plan.

Action 5.5.1a Complete an annual communications plan that addresses the following:

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

Action 5.5.1b Participate in the National Heritage Areas Program initiative in the Northeast Region to develop a nationally recognized standard for achieving a successful communication system partnership.

PUBLIC INVOLVEMENT

Although stakeholder support and involvement is key to the future success of the heritage area, public involvement can be the key factor that sustains a heritage area when threatened or challenged with resource reductions or other outside forces. This can be especially challenging for heritage areas because they are not yet easily understood by the general American public. Although heritage areas have boundaries they are usually not well defined and visitors and residents oftentimes have no idea when they are in a national heritage area and when they are not. BHAA can begin to overcome this challenge by involving the public in its activities and programs.

BHAA should comply with federal legislative requirements for public involvement in the implementation of the heritage area management plan with the knowledge that doing so can help build a protective shield for the heritage area if its existence is ever challenged.

Action 5.5.2a Conduct semi-annual meetings open to the public regarding implementation of the heritage area management plan.

8.2.6 Planning and Evaluation

Objective 5.6

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

Effective planning, when done correctly, is tied directly to evaluation, creating a tool for the BHAA to constantly reflect upon its successes and its challenges. Since 2001, BHAA has proven its ability to plan. With the 2001 Management Action Plan, the 2007 Management Action Plan Update and Feasibility Study for a National Heritage Area, the 2012 Five-Year Strategic Plan for the Maryland Heritage Areas Authority, and now the development of this comprehensive management plan, BHAA has demonstrated that it can draft effective plans that can serve as roadmaps for the staff and the board of directors.

In these challenging economic times it is more important than ever to demonstrate to funders (public and private) that funds are being used to effectively bring about positive change and positive impacts on the local tourism economy. As a national heritage area it will be necessary for BHAA in a handful of years to demonstrate to Congress that it fulfilled its goals as defined by its enabling legislation.

BHAA must be accountable to a multitude of funders and partners. These funders and partners include, but are not limited to the following: United States Congress, National Park Service, Maryland Heritage Areas Authority, and the Mayor and City Council of Baltimore, as well as other corporations, foundations, grantmakers, and private donors supporting the BHAA and its mission. By drafting effective plans, and by setting realistic performance measures, BHAA can create a culture of evaluation in which it becomes easy to report successes to partners and the general public in a timely manner.

PLANNING

The completion of this comprehensive management plan is not the end of the planning process for BHAA. The organization will need to work with its major funders to incorporate its approved plan into other associated plans as well as to update current plans with new information. BHAA will need to develop and implement plans to guide heritage area management over the long-, mid-, and short-term. This plan should be used as a basis for the development of a strategic plan that can, in more detail, place the heritage area on a solid road towards sustainability.

Action 5.6.1a Implement the approved long-term management plan for the national heritage area as required by

the national heritage area's enabling legislation and the National Heritage Area Program.

Action 5.6.1b Obtain approval of the long-term management plan for the national heritage area as the long-term management plan for the state heritage area.

Action 5.6.1c Work with Baltimore City to have the city adopt the approved long-term management plan for the national heritage area as part of the city's comprehensive plan.

Action 5.6.1d Update the 2012 approved five-year management plan for the state heritage area using the approved updated long-term management plan as the foundation. Develop and implement updates of the 5-year management plan for the state heritage area in 2017, and 2022.

Action 5.6.1e As appropriate, following amendment(s) to the federal and/or state heritage area boundaries amend the long-term heritage area management plan and the five-year management plan.

Action 5.6.1f Develop and implement annual work plans that meet requirements of the Maryland Heritage Areas Program.

Action 5.6.1g In 2015, complete a strategic plan, including a review of programs and activities and reevaluation of management priorities. Update the strategic plan every three years thereafter.

MEASURING PERFORMANCE AND PROGRAM IMPACT

After plans have been developed and BHAA implements those plans, it will be important for the organization to measure its performance and impact. Any funder whether public or private, wants to know at the end of the day whether or not their financial commitment made a difference. A plan for evaluating performance must be created prior to work beginning. Performance measures must be chosen. Program impact criteria must be determined. Once that is complete, BHAA can track those measures and that impact as the implementation of the objectives and actions takes place. The chosen measures should be shared with partners and stakeholders at the outset of the initiative in order to efficiently gather relevant data.

All funders and donors will eventually want this data. At this time, however, BHAA must specifically provide for meaningful evaluation of heritage area management effectiveness and program outcomes by the Maryland Heritage Areas Program. Following the development of MHAA's strategic plan, there are specific expectations by MHAA for every state heritage area,



Model ship building at the Fell's Point Visitor Center showcases the technical innovations of the famous Baltimore Clippers.
Image: Sue Izard, BHAA

including Baltimore. The following actions must be taken in order for BHAA to receive annual management funding from MHAA:

- Action 5.6.2a** Report annually to MHAA on the amount and percent of funding leveraged by the BHAA in activities outlined in the annual work plan, including in-kind contributions and non-MHAA sources.
- Action 5.6.2b** Report annually to MHAA on the amount of activities completed in the annual work plan, including measurable activities and intangible contributions reported through testimonies or other documentation.
- Action 5.6.2c** Evaluate the heritage area's management capability based on accurate and timely submission of materials to MHAA, MHAA grant completion rates, and participation in the Maryland Coalition of Heritage Area activities. Submit metric data annually to MHAA.
- Action 5.6.2d** Link annual work plan activities to a series of metrics that support three key categories of focus: developing heritage-based product, building partnerships, and sustaining regional identity. Identify in the 5-year plan and annual work plans one metric from each category that is the area of priority. Submit metric data annually to MHAA.

BHAA must also provide for meaningful evaluation of heritage area management effectiveness and program outcomes by Baltimore City, as outlined in the BHAA's agreement with the city.

- Action 5.6.2e** Establish annual performance measures and report annually to Baltimore on the BHAA's performance against targets as part of annual grant applications.

REPORTING

BHAA's various agreements with local, state, and federal agencies require a certain level of reporting. This reporting is necessary to continue to receive funding for operating support. Upon completion of this plan and all associated plans, it is important for BHAA to monitor and report progress toward planning goals as directed by various agreements. Reporting in the following ways in a timely and efficient manner is not only important for funding purposes but it also demonstrates capacity and a commitment to excellence by the BHAA.

- Action 5.6.3a** Submit an annual report to the BHAA board of directors summarizing progress made toward accomplishing management goals and objectives.
- Action 5.6.3b** Submit quarterly programmatic and financial reports to Baltimore City summarizing provision of services under the agreement between the BHAA and the city.

Action 5.6.3c Submit mid-term and annual reports to the Maryland Heritage Areas Program summarizing progress made toward accomplishing work plan activities identified in the annual work plan.

Action 5.6.3d Submit annual reports to the Maryland Heritage Areas Program summarizing progress made toward accomplishing goals and objectives in the five-year management plan.

Action 5.6.3e Send board meeting minutes and an updated list of BHAA board members annually to the Maryland Heritage Areas Program.

Action 5.6.3f Meet requirements for data reporting to the National Heritage Area Program Office by:

- developing measures for assessing progress on implementing the heritage area's management plan
- implementing procedures to collect data needed to assess progress measures on an annual basis
- submitting an annual end-of-year report to the National Heritage Area Program Office by submitting a progress form
- submit an annual progress form to the National Heritage Area Program Office

FEDERAL EVALUATION PREPAREDNESS

The federal Heritage Area Program is experiencing a period of maturation and transition that requires newly designated national heritage areas to be increasingly vigilant of the call for long-term sustainability. Although various agencies and individuals define sustainability differently, in the end, it is a call for diversification of resources and the ability to articulate performance. As noted in Baltimore's enabling legislation, the BHAA will need to be prepared for federal evaluation of the program by 2021.

BHAA must implement management actions to prepare for federal evaluation of the heritage area and to enhance the likelihood of reauthorization as a national heritage area. This should be done in cooperation with the Northeast Regional Office of the National Park Service. Although the criteria for evaluation are currently evolving for the entire national heritage area program, it is important for BHAA to implement the following actions to the best of its ability in order to be prepared for its evaluation:

Action 5.6.4a Prepare for federal evaluation of the heritage area program in 2021 by designing and implementing recordkeeping procedures to support the evaluation process to be defined by the National Heritage Area Program Office.

Action 5.6.4b Periodically review heritage area progress with respect to evaluation criteria. Adjust management

priorities and introduce new programs and actions, as appropriate, to enhance heritage area performance and program impact as measured by the evaluation criteria.

HERITAGE AREA BOUNDARY AMENDMENTS

The heritage area's boundary consists of approximately 22 square miles of Baltimore City within which there is a dense network of historic, cultural, and natural resources of national significance. An original boundary was approved by the Maryland Heritage Areas Authority in 2001 when Baltimore became a state-certified heritage area. In 2007 three additions were made to the original boundary upon completion of the Management Action Plan Update and Feasibility Study for a Baltimore National Heritage Area. The additions included Mt. Auburn Cemetery, Cylburn Arboretum, and areas surrounding the Middle Branch of the Patapsco River.

When the boundary was being delineated in both 2001 and 2007, the state program had not fully implemented the use of GIS for mapping purposes. This has resulted in the need for boundary clarifications in order to delineate the boundary down to the street level. Although it has not proven to be problematic in terms of implementing heritage area programs and initiatives to date, it will be important in the near future for the heritage area's partners and stakeholders to be able to easily determine whether or not their projects fall within the boundary of the heritage area.

BHAA must clearly and consistently define the heritage area boundary, periodically considering opportunities to include additional areas offering heritage experiences and opportunities for visitors and residents. The following actions outline logical steps that the heritage area can take to clarify its boundaries and potentially expand its boundary where appropriate.

Action 5.6.5a Collaborate with the Maryland Heritage Areas Authority to clarify the state heritage area boundary, including approval of an amended boundary by the state and Baltimore City.

Action 5.6.5b Address anomalies in the heritage area enabling legislation by implementing actions to amend the national heritage area boundary through an enabling legislation technical amendment.

Action 5.6.5c Every five years review the heritage area boundary for purposes of assessing the need for a boundary amendment. Devise a plan for securing an amendment to the state heritage area boundary and the national heritage area boundary, as appropriate.



HONFest is a popular community festival held in the Hampden neighborhood each summer.

Image: Visit Baltimore

8.3 Implementation Plan

8.3.1 Long-Term Implementation

Implementation of the recommended management actions outlined in this management plan is expected to occur over time, generally within the ten years following plan approval by the Maryland Heritage Areas Authority and the National Heritage Areas Program. Appendix F includes a set of five implementation tables that provide the planned implementation strategy for each management action, organized as follows:

- Table F.1 Interpretation
- Table F.2 Stewardship
- Table F.3 Heritage Tourism Development
- Table F.4 Neighborhoods
- Table F.5 Management

Management actions are assigned to one of three time periods for implementation:

- short-term (1 to 3 years)—highest priority and/or more readily accomplished
- mid-term (3 to 4 years)—moderate priority
- long-term (5 to 10 years)—lower priority and/or challenges will take longer to plan for and secure funding needed to implement

There are two types of management actions:

- BHA in-house—actions which BHA will implement as the primary partner with little or no involvement of partners—BHA would be the project lead
- collaboration—actions which require participation and/or support from one or more partners—BHA might or might not be the project lead

Project costs are either recurring or capital. Recurring costs are generally associated with staff time; costs of adding BHAA staff are approximate, based on current staff costs. All costs shown are estimates and subject to refinement during future detailed planning for each action.

Funding sources for recurring costs are general operating funds from current sources. Capital projects indicated as potential grant funding would not be completed unless a supporting grant is secured. Some projects would be funded through special fundraising efforts within the context of developing and implementing a BHAA resource development plan (which will be regularly updated). Management actions generally assume that BHAA will qualify for the maximum funding (tier 3) available from the National Heritage Area Program, once program standards are finalized.

MHAA activity categories are defined by MHAA as the three key categories of focus for state heritage areas which are used for reporting progress towards goals. The categories include heritage tourism product development, partnership building, and sustaining regional identity. Heritage areas are required to track a series of metrics associated with its achievement for each category, identifying one metric for each category for which achievement is most relevant to accomplishing its goals and objectives. BHAA has identified focal metrics in its current 5-year state heritage area management plan (BHAA 2012).

8.3.2 Short-Term High Priority Actions Implementation Plan

Actions on which BHAA intends to focus during the first three years of plan implementation (FY14, FY15, and FY16) are listed in Tables 8.2 through 8.6, organized as follows:

- Table 8.2 Interpretation
- Table 8.3 Stewardship
- Table 8.4 Heritage Tourism Development
- Table 8.5 Neighborhoods
- Table 8.6 Management

These actions have been extracted from the full list of actions to identify those which have the highest priority for implementation by BHAA and the heritage area partners.

8.4 Financial Plan for FY14, FY15, and FY16

BHAA anticipates operating with a balanced budget during the first three years of plan implementation. Table 8.7 provides a summary of BHAA's anticipated expenses and revenues for FY14, FY15, and FY16. During this period BHAA anticipates a modest excess revenue over expenses for each year.

Note that budget projections presented in Table 8.7 are based on the actions outlined in the management plan and are for general management planning purposes only. The BHAA Board of Directors has not approved the budgets for purposes of planning annual operations.

Table 8.2 Baltimore National Heritage Area - High Priority Short-Term Interpretation Action Items

Action Ref #	Action	FY14	FY15	FY16	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
1.1.3b	Communicate to partners that the heritage area will consider interpretive planning and programming grants that are consistent with the heritage area interpretive framework as more competitive when ranking those applications for submission to MHAA.	•	•	•		•		Staff Time		Communication of information	Heritage Product Development, Organizational
1.1.4d	Encourage heritage area partners to subscribe to BNHA digital communications and connect with the heritage area via social media to receive information on BNHA-affiliated grant opportunities.	•	•	•	•			Staff Time		Increased subscriptions to digital communication and social media outlets	Partnership Building
1.2.1a	On the BNHA website, present a comprehensive overview of the heritage area's purpose, national significance, and thematic framework for interpretation.	•			•			Staff Time, Web Development Cost (\$30,000 total)	Dedicated BNHA Funding	Implementation on website	Heritage Product Development, Sustaining Regional Identity
1.2.2a	Develop a map and guide that will help visitors understand the heritage area's significance and major stories and that will orient visitors to the many heritage experiences that are available.	•						Staff Time, Design and Print (\$25,000)	MHAA, BNHA Match	Distribution of map/guide	Heritage Product Development, Sustaining Regional Identity
1.2.2c	Continue management of the city's historic site plaque program in coordination with the city's Commission for Historical and Architectural Preservation. Formalize development of the program with protocols, procedures, and criteria and work only with heritage resources located within the boundaries of the heritage area.	•	•	•	•			Staff Time		Implementation of guidelines and continued installation of plaques	Heritage Product Development
1.3.1a	Develop a series of travel itineraries linking multiple heritage resources to key interpretive themes of the heritage area.	•	•			•	BAF, VB, Others	Staff Time		Implementation on website	Heritage Product Development, Sustaining Regional Identity
1.3.1b	Make the itineraries available in downloadable online format, suitable for both in-person use and "virtual visitors."		•		•			Staff Time		Implementation on website	Heritage Product Development, Sustaining Regional Identity
1.3.2c	Continue working with stakeholders and neighborhood organizations to develop and install trail signage along the Historic Fell's Point Trail.	•				•	FPPS, FPMS, CHAP, Partner Sites, Community Stakeholders	Staff Time, Sign Design and Fabrication (\$130,000)	City CIP Funds	Installation of signage	Heritage Product Development

Table 8.2 Baltimore National Heritage Area - High Priority Short-Term Interpretation Action Items (continued)

Action Ref #	Action	FY14	FY15	FY16	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
1.3.2d	Working with community organizations, business groups, and preservation and heritage tourism organizations, develop a new urban heritage trail (Market Center Heritage Trail) that interprets the historic, cultural, and natural resources of the west side of downtown Baltimore, with connecting trail spurs to the B&O Railroad Museum and other significant heritage resources west of Martin Luther King, Jr. Avenue.		•	•		•	Bromo Tower A&E, UMaryland, CHAP, Partner Sites, Community Stakeholders	Staff Time, Map/Guide Design and Print, Sign Design and Fabrication (\$160,000)	City CIP Funds, SHA/FHWA, MHAA, NPS	Full roll-out of new trail with distribution of printed materials and installation of signage	Heritage Product Development
1.3.4c	Continue to implement an annual lecture series for city employees and the general public.	•	•	•		•	Mayor's Office	Staff Time, Speaker Honorarium (\$1,000)	BNHA Operating	Continuation of lectures at City Hall	Heritage Product Development
1.3.6e	Continue to manage coordination and deployment of the War of 1812 Traveling Exhibit ("Defense of a Nation: Maryland in the War of 1812").	•	•			•		Coordinator (\$1,000/month), Transportation (\$500/site), Insurance (\$240/year)	MHAA, NPS (CBGN)	Continued distribution of exhibit	Heritage Product Development, Sustaining Regional Identity
1.3.6f	Continue working with the city of Baltimore, Star-Spangled 200, and the Maryland War of 1812 Bicentennial Commission to assist coordination of public events related to the War of 1812 bicentennial.	•	•			•	City Agencies, SS200, State Agencies, NPS	Staff Time		Successful coordination of public events	Heritage Product Development, Sustaining Regional Identity
1.3.6g	Continue collaboration with the NPS Chesapeake Bay Office and its trail partners in the development of the Star-Spangled National Historic Trail, including the design and installation of interpretive signage and other interpretive programming.	•	•	•			NPS, Partner Sites	Staff Time, Project Costs (TBD)	MHAA, NPS	Implementation of trail interpretive products	Heritage Product Development, Partnership Building, Sustaining Regional Identity
1.3.6h	Continue to sponsor the War of 1812 educational passport for 1812 sites and visiting ships and develop ways to enhance the program over the bicentennial period.	•	•			•	American Flag Fdn, Rosenberg Fdn	Staff Time, Coin Program (\$3,000), Passport Printing (\$12,000/40,000 copies)	Rosenburg Fdn	Roll-out of coin program and increased number of participating sites	Heritage Product Development, Sustaining Regional Identity
1.3.6i	In partnership with the Star-Spangled National Historic Trail and Byway and Baltimore City and Baltimore County stakeholders, develop a print based land and water guide for exploring 1812-resources in the Greater Baltimore region.	•	•			•	NPS, FPPS, DNR, City Agencies, County Agencies, Partner Sites, Others	Staff Time, Design and Print (\$25,000)	SS200	Distribution of map/guide	Heritage Product Development, Sustaining Regional Identity
1.3.6k	Work with 1812 sites such as Fort McHenry, Star-Spangled Banner Flag House, Fell's Point, and Federal Hill to expand their interpretive media offerings during and after the bicentennial.	•	•	•		•	FOMC, Partner Sites	Staff Time		Expanded media offerings from 2013-2014	Heritage Product Development, Sustaining Regional Identity

Table 8.2 Baltimore National Heritage Area - High Priority Short-Term Interpretation Action Items (continued)

Action Ref #	Action	FY14	FY15	FY16	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
1.3.6k	Work with 1812 sites such as Fort McHenry, Star Spangled Banner Flag House, Fell's Point, and Federal Hill to expand their interpretive media offerings during and after the bicentennial.	•	•	•		•	FOMC, Partner Sites	Staff Time		Expanded media offerings from 2013-2014	Heritage Product Development, Sustaining Regional Identity
1.4.3c	Explore the development of a bus fund for Baltimore public school students in order to get them to heritage area sites.	•	•	•		•	BCPS, Partner Sites, Stakeholders	Staff Time, Transportation Costs (TBD)	MHAA, BNHA Operating/Special Funds, Private Sponsor (TBD)	Use of buses to bring students to sites	Heritage Product Development, Sustaining Regional Identity
1.4.3d	Continue to offer tour guide training and certification (including initial certification and continuing education programs) for individuals interested in conducting tours in Baltimore independently of the BNHA trail network and the Urban Ranger program.	•	•	•	•			Staff Time, Material Development (\$500)	BNHA Operating	Continuation of training program	Heritage Product Development, Sustaining Regional Identity
1.4.3e	Continue to present the "It's More than History" lectures at Baltimore City Hall as part of a brown-bag lunch series on the city's history and its personalities.	•	•	•		•	Mayor's Office	Staff Time, Speaker Honorarium (\$1,000)	BNHA Operating	Continuation of lectures at City Hall	Heritage Product Development
1.4.3f	Continue to sponsor and organize history happy hours to gather residents and visitors who would not otherwise get involved in preservation or historical experiences for a fun evening of networking and voluntary education.	•	•	•	•			Staff Time, Speaker Honorarium (\$1,000)	BNHA Operating	Continuation of happy hour series	Heritage Product Development
1.4.3g	Continue to distribute and promote implementation of the teacher resource guide (<i>Defense of a Nation: Maryland's Role in the War of 1812</i>) along with two teacher curricula that can be used in the classroom.	•	•	•	•				BNHA Operating	Continuation of distribution	Partnership Building, Sustaining Regional Identity
1.4.3h	Continue to coordinate, with the support of Fort McHenry National Monument and Historic Shrine, a re-enactment of the bombardment of Baltimore featuring visiting schooners and the participation of students from Baltimore City Public Schools.	•	•	•		•	FOMC, BCPS, Schooners	Staff Time, Event Production (\$2,000/year)	Private Sponsors (TBD), BNHA Operating	Continuation of event	Heritage Product Development, Sustaining Regional Identity
1.4.3i	Collaborate with the Parks and People Foundation to design and implement environmental education programs.		•	•		•	Parks and People, R&P, Park Stakeholders	Staff Time, Project Costs (TBD)	MHAA	Implementation of educational programming	Partnership Building

Table 8.3 Baltimore National Heritage Area - High Priority Short-Term Stewardship Action Items

Action Ref #	Action	FY14	FY15	FY16	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
2.1.1c	As part of the heritage area website, create a searchable database of heritage resources that includes the following: <ul style="list-style-type: none"> • brief description of the resource (with an image) • address and basic visitor information • indication as to how resources fit within the BNHA interpretative framework • links to National Register of Historic Places nomination forms, city landmark reports, and other appropriate documents, when applicable 	•			•			Staff Time, Web Development Cost (\$30,000 total)	Dedicated BNHA Funding	Launch of website	Heritage Product Development, Sustaining Regional Identity
2.1.1d	Use the BNHA network of partners to communicate availability of information on the BNHA website, including Visit Baltimore, Baltimore Heritage, Inc., Greater Baltimore History Alliance, Greater Baltimore Cultural Alliance, and Parks and People.	•	•	•		•	VB, BHI, GBHA, GBCA, P&P, Others	Staff Time		Dissemination of info and measurable website visitation	Heritage Product Development, Sustaining Regional Identity
2.1.1e	Use BNHA media platforms (maps and guides, web resources and other digital media) to successfully connect heritage resources with the interpretive framework themes and emphasize key topics, including: <ul style="list-style-type: none"> • Colonial Baltimore and the Revolutionary War • the War of 1812 • the Civil War in Baltimore • the African American experience in Baltimore • the impact and role of immigration 	•	•	•	•			Staff Time		Integration of info on all media platforms	Heritage Product Development, Sustaining Regional Identity
2.1.2b	Continue to work with Preservation Maryland to co-sponsor its homeowner-focused annual preservation conference. Offer to co-sponsor the conference when held in Baltimore.	•	•	•			PM	Staff Time, Sponsorship Funds (\$500)	BNHA Operating	Continuation of co-sponsorship	Heritage Product Development, Partnership Building
2.1.3a	Participate in advocacy days coordinated by Preservation Maryland, and the National Council of State Historic Preservation Officers, Maryland Historical Trust, and National Alliance of Heritage Areas.	•	•	•		•	PM, NCSHPO, MHT, NAHA	Staff Time		Attendance at advocacy days and communication of concerns with officials	Partnership Building, Sustaining Regional Identity, Organizational
2.1.3b	Continue active attendance and participation in Baltimore City Commission for Historical and Architectural Preservation (CHAP) meetings, including providing comments on preservation concerns within the boundaries of the heritage area.	•	•	•	•			Staff Time		Attendance at CHAP meetings and communication of BNHA position	Sustaining Regional Identity

Table 8.3 Baltimore National Heritage Area - High Priority Short-Term Stewardship Action Items (continued)

Action Ref #	Action	FY14	FY15	FY16	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
2.1.3c	Actively engage the Office of the Mayor in serving as a preservation resource, providing insight and commentary on preservation concerns within the heritage area.	•	•	•		•	Mayor's Office	Staff Time		Active participation with Mayor's Office on stewardship issues	Sustaining Regional Identity
2.1.3e	Encourage nomination of historic sites to the Endangered Maryland list and on the National Historic Trust's List of the Most Endangered Historic Places when appropriate.	•	•	•		•	BHI, CHAP, PM, NTHP	Staff Time		Nomination of sites to endangered lists	Sustaining Regional Identity
2.1.3h	Engage as an active stakeholder in planning efforts and special studies when deemed appropriate. Give priority to plans and studies involving heritage resources within heritage neighborhoods and emerging heritage neighborhoods.	•	•	•		•	City agencies	Staff Time		Participation in planning efforts	Sustaining Regional Identity
2.2.3a	As part of the website clearing-house, provide contact information for BHAA staff that can assist partners with addressing historic resource preservation issues and identifying preservation opportunities.	•			•			Staff Time		Communication of info on website	Sustaining Regional Identity
2.2.4a	Incorporate procedures within the BNHA communications plan regarding providing information on grant opportunities across all media platforms (digital and print).		•		•			Staff Time		Incorporation in communication plan and communication of info on website and other media	Sustaining Regional Identity
2.2.4b	Host or co-host grant workshops to help heritage partners better understand available historic preservation funds, what types of projects are funded through which programs, and how to apply.	•	•	•		•	MHT (MHAA)	Staff Time		Continuation of workshop collaboration with MHT (MHAA)	Sustaining Regional Identity
2.2.4c	Continue to provide technical assistance and grant application instruction to grantseekers.	•	•	•	•			Staff Time		Successful application of grants	Sustaining Regional Identity
2.5.2c	Collaborate with conservation partners in efforts to restore and sustain the ecological health of the Inner Harbor and streams within the heritage area that are tributaries to the Chesapeake Bay.	•	•	•		•	DNR, Conservation Stakeholders	Staff Time		Identification of issues and project collaboration with partner	Sustaining Regional Identity
2.5.2d	Collaborate with conservation partners to enhance quality of life in heritage area neighborhoods by restoring urban tree cover.	•	•	•		•	DNR, Conservation Stakeholders	Staff Time		Identification of issues and project collaboration with partner	Sustaining Regional Identity

Table 8.3 Baltimore National Heritage Area - High Priority Short-Term Stewardship Action Items (continued)

Action Ref #	Action	FY14	FY15	FY16	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
2.3.4b	Host or co-host grant workshops to help heritage partners better understand available cultural resource preservation funds, what types of projects are funded through which programs, and how to apply.	•	•	•		•	MHT (MHAA)	Staff Time		Continuation of workshop collaboration with MHT (MHAA)	Sustaining Regional Identity
2.3.4c	Continue to provide technical assistance and grant application instruction to grantseekers.	•	•	•	•			Staff Time		Successful application of grants	Sustaining Regional Identity
2.5.4c	Continue to provide technical assistance and grant application instruction to grantseekers.	•	•	•	•			Staff Time		Successful application of grants	Sustaining Regional Identity



City-operated pools, such as the one in Druid Hill Park, are a popular resource for residents.

Image: Parks & People Foundation

Table 8.4 Baltimore National Heritage Area - High Priority Short-Term Heritage Tourism Action Items

Action Ref #	Action	FY14	FY15	FY16	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
3.1.1a	Serve as the champion for heritage area partners' grant applications by working with partners to strengthen their applications and by providing support letters.	•	•	•		•	All eligible applicants	Staff Time		Competitive grant applications	Partnership Building
3.1.1b	Encourage local foundations and corporations to provide support and investment in Baltimore's heritage tourism product. For example, contact the Baltimore Area Grantmakers Association, Baltimore Community Foundation, France-Merrick Foundation, etc to encourage their support.	•	•	•		•	All local and regional foundations and corporations	Staff Time		Increase funding to heritage tourism partners	Partnership Building
3.1.1c	In partnership with Visit Baltimore and the Maryland Office of Tourism Development determine ways to track economic impact via investments made in Baltimore's tourism product.		•			•	Visit Baltimore Maryland Office of Tourism Development	Staff Time		Metrics for economic impact developed and statistics available	Partnership Building
3.1.1d	Include economic impact information in the BHAA's annual report and share that report broadly.			•	•			Staff Time, printing costs for annual report		Annual report includes economic impact information	Organizational
3.1.2a	Create an identity and branding plan.		•		•		Consultant	Estimate of \$50,000	TBD	Identity and branding plan	Organizational
3.1.2b	Review the Maryland Heritage Areas Authority, National Heritage Areas Program, and Alliance of National Heritage Areas identity and branding initiatives to inform the BHAA process.		•		•			Staff Time		Information fed into overall plan	Organizational
3.1.2c	Implement the identity and branding plan and conduct a survey to determine the successes and areas for improvement. Apply identity and branding recommendations to all program materials, the web, marketing materials and published materials.			•	•		Heritage area stakeholders	Estimate of \$20,000 for printing, etc	MHAA Marketing Grant	New identity and brand applied to all materials. Survey complete.	Organizational
3.1.2f	Develop guidelines in cooperation with the National Park Service regarding when the NPS arrowhead can and cannot be used in conjunction with heritage area programs and partner programs.	•				•	National Park Service	Staff Time, minimal printing	MHAA Marketing Grant	Guidelines complete and distributed	Partnership Building
3.1.3b	Work with Visit Baltimore and partners to develop a baseline of attendance at key heritage area sites and attractions as well as Authentic Baltimore sites.	•				•	Visit Baltimore Heritage area partners	Staff Time		Baseline developed	Partnership Building

Table 8.4 Baltimore National Heritage Area - High Priority Short-Term Heritage Tourism Action Items (continued)

Action Ref #	Action	FY14	FY15	FY16	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
3.1.3c	Require and/or incentivize heritage area partners to track attendance and visitation as well as to find ways to identify whether visitors made their travel decisions based upon the heritage area.	•	•	•		•	Heritage area partners	Staff Time		Attendance statistics available	Partnership Building
3.1.4a	Create a heritage tourism marketing committee that reports to the board of directors. Use the committee to review and guide the BHAA's marketing efforts.	•				•	Committee members	Staff Time		Marketing committee formed	Organizational
3.1.4b	Create an RFP and hire a consultant to complete a marketing plan for the heritage area. Include Visit Baltimore in the planning process.	•				•	Visit Baltimore Consultant	\$50,000	TBD Private Foundation	Marketing plan complete	Organizational
3.1.4c	Implement the marketing plan in cooperation with Visit Baltimore and the Maryland Office of Tourism Development.		•			•	Visit Baltimore Maryland Office of Tourism Development	TBD	TBD MHAA Marketing Grant	Components of plan implemented	Organizational
3.1.4d	Apply for a Maryland Heritage Areas Authority marketing grant to implement the recommendations in the plan.		•			•		Staff Time	MHAA Marketing Grant	Complete grant application – grant awarded	Organizational
3.1.5d	Seek advice and guidance from Visit Baltimore when developing the annual work plan and incorporate their recommendations as appropriate.	•	•	•		•		Visit Baltimore	Staff Time	Advice sought and incorporated	Partnership Building, Organizational
3.1.6a	Incorporate the identity and branding messages into the heritage area's website.			•		•		Staff Time, possible charges for website edits		Identity and branding incorporated into website	Sustaining Regional Identity
3.1.6b	Include on the heritage area website a section that provides a general thematic overview, visitor itineraries, and links to the Maryland Office of Tourism Development portal page and the Visit Baltimore website.	•				•		Staff Time		Elements incorporated on website	Sustaining Regional Identity
3.1.6d	Improve visibility of the heritage area through search engine optimization.	•				•		Staff Time		Heritage area more visible on web	Organizational
3.1.6h	Develop incentives for heritage area partners to include a link to the heritage area's website on their website.	•	•	•		•	Heritage area partners	Staff Time		Partners include links to heritage area on their websites	Partnership Building, Organizational
3.1.6i	Develop incentives for tourism-related businesses to include a link to the heritage area website on their website.	•	•	•		•	Tourism-related businesses	Staff Time		Businesses include links to heritage area on their websites	Partnership Building, Organizational

Table 8.4 Baltimore National Heritage Area - High Priority Short-Term Heritage Tourism Action Items (continued)

Action Ref #	Action	FY14	FY15	FY16	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
3.1.7b	Maintain a regular communication system with stakeholders and partners.	•	•	•	•			Staff Time		Heritage area partners receive regular communications	Partnership Building, Organizational
3.2.3a	Provide existing visitor centers at the Inner Harbor and Fell's Point with appropriate heritage area interpretive materials and guides for distribution to the public.	•	•	•	•		Inner Harbor Visitor Center, Fell's Point Visitor Center, Federal Hill Visitor Center	\$10,000 annually (printing)	General operating	Information provided for distribution	Partnership Building, Sustaining Regional Identity
3.2.3b	Provide training to visitor center staff and volunteers on what the heritage area is and how visitors and residents can best experience all that it has to offer.	•	•	•		•	Visitor Center staff	Staff Time Minimal amount for printing	General operating	Training provided, front line staff more informed	Partnership Building
3.2.3d	Provide Baltimore's top historical and cultural attractions (e.g., Fort McHenry National Monument and Historic Shrine, Maryland Science Center, National Aquarium, etc) with orientation materials on the heritage area in order to inform their staff and the general public visiting their institutions.	•	•	•		•	Fort McHenry NMHS, Science Center, National Aquarium, and other sites TBD	\$4,000 annually (printing)	General operating	Information provided for distribution	Partnership Building, Sustaining Regional Identity
3.3.2a	Continue to develop the Authentic Baltimore program in order to provide businesses that serve the heritage tourism market a venue for marketing themselves to the cultural heritage traveler.	•	•	•	•		Participating sites and businesses	Staff Time		Heritage tourism businesses engaged in the program	Partnership Building, Sustaining Regional Identity
3.3.2g	Collaborate with and support Visit Baltimore's Certified Tourism Ambassador (CTA) program to create an informed and engaged visitor services base.	•	•	•		•	Visit Baltimore CTA Program CTAs and heritage area partners	Staff Time		More informed and engaged visitor service support staff	Partnership Building, Sustaining Regional Identity
3.3.3d	Provide a certification program for regional tour guides that includes incentives for their participation as well as ongoing opportunities for re-certification and additional training.	•	•	•	•		Regional guides Trainers	\$3,000/training session	General operations Fees	Annual certification program	Partnership Building, Sustaining Regional Identity

Table 8.5 Baltimore National Heritage Area - High Priority Short-Term Neighborhoods Action Items

Action Ref #	Action	FY14	FY15	FY16	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
4.1.1a	Establish program elements and standards in support of a heritage neighborhoods program. Include criteria for heritage neighborhood designation based on interpretive presentation, available visitor services, planning, and commitment to historic preservation.	•	•			•	Neighborhoods, BCHS, Universities	Varies	TBD	Identify heritage area products and programs with partners which enhance visitor experience, increase quality/pride of neighborhood	Heritage Product Development, Partnership Building, Sustaining Regional Identity
4.1.1b	Implement methods for announcing the program to neighborhoods and communicating potential benefits of participation.		•		•			Staff Time		Increased awareness of the heritage area, programs and resources	Partnership Building, Sustaining Regional Identity
4.1.1c	Assist neighborhoods interested in designation as heritage neighborhoods with meeting criteria for the program.			•		•		Staff Time		Provide heritage area the opportunity to participate in programs, recognition as a heritage area neighborhood	Partnership Building, Sustaining Regional Identity
4.1.1j	Encourage applications for matching grants for qualifying preservation, interpretation, and enhancement initiatives.	•	•	•	•			Staff Time		Preserving neighborhood heritage resources	Partnership Building, Sustaining Regional Identity
4.2.1a	Collaborate with staff in the city's neighborhood planning program to assess ways in which the heritage area and the city can work together in neighborhoods.	•	•	•	•		Planning, Community Organizations, Office of Neighborhoods, City Council	Staff Time		Become an active partner in planning process Confirm heritage area is an asset to collaboration	Partnership Building, Sustaining Regional Identity
4.2.1b	Identify neighborhoods that would benefit from a neighborhood planning effort and advocate for plans to be completed by the city for those neighborhoods. Give priority to potential plans for heritage neighborhoods and emerging heritage neighborhoods.		•	•		•	Planning, Neighborhood leaders, Community organizations, Office of Neighborhoods, City Council	Staff Time		Build a sustaining relationship with neighborhoods. Identify neighborhoods with greatest needs. Implement actions to improve neighborhoods	Partnership Building, Sustaining Regional Identity
4.2.1d	Make available to main street managers information on heritage resources and relevant interpretive themes for use in communications and in support of main street initiatives.		•	•		•	BDC Main Streets, Community organizations	Staff Time		Create a Main Streets Heritage template. All Main Streets managers using the same heritage resources to incorporate interpretive themes	Heritage Product Development, Partnership Building, Sustaining Regional Identity
4.2.1e	Assist main street managers with hosting preservation meetings in main street neighborhoods.	•				•	BDC Main Streets, Community organizations, Preservation Maryland, LiveBaltimore	Staff Time		Develop a Main Streets Heritage resource workshop and preservation kit. All heritage area neighborhoods to receive similar preservation information	Heritage Product Development, Partnership Building, Sustaining Regional Identity

Table 8.5 Baltimore National Heritage Area - High Priority Short-Term Neighborhoods Action Items (continued)

Action Ref #	Action	FY14	FY15	FY16	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
4.2.1f	Assist main street managers with creatively promoting history and heritage within main street neighborhood events.		•	•	•		BDC Main Streets, Community Organizations	Staff Time		Create a Main Streets Heritage resource kits templates. All Main Streets managers using the same heritage resources to incorporate interpretive themes, some specificity based on neighborhood	Heritage Product Development, Partnership Building, Sustaining Regional Identity
4.2.1g	Encourage applications for matching grants for qualifying preservation and enhancement initiatives within the heritage area's six main street neighborhoods.	•	•	•	•			Staff Time		Preserving neighborhood heritage resources	Partnership Building
4.2.1k	Encourage applications for matching grants for qualifying preservation and enhancement initiatives within the heritage area's three arts and entertainment districts	•	•	•	•			Staff Time			Partnership Building
4.3.1c	Continue support of the maintenance and enhancement of the Gwynns Falls and Jones Falls Trails.	•	•	•	•		Trail Council, Rec and Park, Parks and People, Trail Neighborhoods	Staff Time		Sustain partnerships with trail partners Recognition as partner in projects or programming	Partnership Building, Sustaining Regional Identity
4.3.1e	Convene park and open space partners to assess potential opportunities for city parks and open space friends group.	•	•			•	City Planning, Rec and Park, Friends Groups	Staff Time		Implementation of best practices. Recognition as an active partner and positive result for open spaces use	Partnership Building, Sustaining Regional Identity
4.3.1g	Encourage applications for matching grants for interpretation initiatives in parks.	•	•	•	•			Staff Time		Preserving neighborhood heritage resources for public education/ recognition as a heritage area partnership or project	Partnership Building, Sustaining Regional Identity
4.3.1i	Encourage applications for matching grants for qualifying open space projects.	•	•	•	•			Staff Time		Preserving neighborhood open spaces as a heritage resources/ Enhance existing open spaces	Partnership Building

Table 8.6 Baltimore National Heritage Area - High Priority Short-Term Management Action Items

Action Ref #	Action	FY14	FY15	FY16	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
5.1.1a	Expand the board of directors to the desired maximum number of members needed to conduct the affairs of the BHAA and to carry out the board's legal and financial responsibilities. Bring in individuals with diverse skills, backgrounds, and experiences who are committed to board service. Include at least one resource conservation representative.	•	•	•	•		Potential board members	Staff and Board Time	N/A	Expanded board including a resource conservation representative	Organizational
5.1.1b	Expand board governing documents to include policies and procedures regarding board operations and accountability, such as: <ul style="list-style-type: none"> • board responsibilities • board composition (board size, terms and term limits, board member recruitment, annual board self-assessment, removing inactive board members) • board governance • delegation of decision-making authority and oversight of delegated activities • approval of transactions • conflict of interest • transactions with insiders • whistleblower • annual meeting schedule 	•	•		•			Staff and Board Time	N/A	Governing documents approved	Organizational
5.1.1c	Develop and maintain a board manual that provides board members with clear expectations for their service, informs members about the board's legal and fiduciary responsibilities, describes board operating procedures, and provides important board policies.		•		•			Staff Time	N/A	Manual completed and distributed	Organizational
5.1.1d	Delegate decision-making authority by establishing committees of the board with clearly defined roles and responsibilities for reporting to the board or staff, including: <ul style="list-style-type: none"> • board responsibilities • executive committee • heritage advisory committee • development committee • marketing committee • nominating committee • standing committees (as needed) • special committees (as needed) 	•	•		•			Staff and Board Time	N/A	Committees formed Responsibilities communicated	Organizational

Table 8.6 Baltimore National Heritage Area - High Priority Short-Term Management Action Items (continued)

Action Ref #	Action	FY14	FY15	FY16	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
5.1.1e	Establish policy describing lines of authority, communication, and responsibility between the board and staff, and delegating supervisory authority over all staff to the executive director.	•			•		Staff and Board Time	N/A	Policy established	Organizational	
5.1.2a	As part of annual work plan development complete annual reviews of the BHAA's programs and activities to assess staffing and consultant needs. Accompany these reviews with annual plans for funding needed to support staff and consultants.	•	•	•	•		Staff Time	N/A		Annual reviews complete Recommendation made	Organizational
5.1.2d	Engage additional consultants, as needed, to provide professional services as needed for routine operations and for special projects, such as: <ul style="list-style-type: none"> • information technology • website development and maintenance • graphic design • geographic information system (GIS) database maintenance and development • fundraising • insurance and employee benefits 	•	•	•	•		Consultants as needed	TBD	TBD Potential grant funding depending upon the project	Consultants retained as necessary	Organizational
5.1.2f	Develop an employee manual including written personnel policies with appropriate accompanying procedures or guidelines that conform to federal and state law.	•			•		Staff Time Minimal printing costs	General Operating		Employee Manual complete	Organizational
5.1.2g	Develop and implement procedures for selecting consultants and securing contracts.	•	•		•		Staff and Board Time			Procedures complete	Organizational
5.2.1a	Prepare an annual budget that is reviewed and approved by the board using the following basic steps: <ul style="list-style-type: none"> • develop an annual work plan • determine the costs of carrying out the annual plan • make income projections • compare expenses to income and adjust as necessary • conduct board review and approve budget 	•	•	•	•		Staff and Board Time			Annual Budget	Organizational
5.2.2a	Keep clear, complete, and accurate financial records with supporting documentation, including cash receipts journal, cash disbursements journal, payroll records, and general journal.	•	•	•	•		Accounting and Audit Team	Staff Time		Complete financial records	Organizational

Table 8.6 Baltimore National Heritage Area - High Priority Short-Term Management Action Items (continued)

Action Ref #	Action	FY14	FY15	FY16	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
5.2.3a	Prepare quarterly financial reports for board review on a regular (at least quarterly) basis and a final report at year end.	•	•	•	•		Accounting and Audit Team	Staff and Board Time		Quarterly financial reports and year-end report	Organizational
5.2.4a	Have annual audits of the BHAA's financial reports prepared by a certified public accountant (CPA).	•	•	•	•		Accounting and Audit Team	Staff and Board Time		Complete annual audit	Organizational
5.2.4b	Meet requirements for audits of National Heritage Area Program-Heritage Partnership Program funding records by: <ul style="list-style-type: none"> • completing required audits of federal heritage partnership program funding records following Generally Accepted Government Audit Standards (GAGAS); submit audit report to the heritage partnership program • submitting annual audit status reports to the heritage partnership program • requiring in all agreements authorizing expenditures of federal funds by other organizations, that the receiving organizations make available for audit all records and other information pertaining to the expenditure of the funds 	•	•	•	•		Accounting and Audit Team National Park Service	Staff Time		All required materials and reports submitted to National Heritage Area Program	Organizational
5.2.5a	Formalize the BHAA's system of fiscal controls regarding budget monitoring and budget amendment, handling of cash receipts, cash disbursements, and physical controls and security measures.	•			•		Accounting and Audit Team	Staff Time		Fiscal controls finalized and in print	Organizational
5.2.6a	Formalize the BHAA's policies for short-term investments, long-term investment of permanent funds, and the uses of dedicated funds.	•	•		•			Staff and Board Time		Policies formalized	Organizational
5.3.1a	Establish a development committee of the board responsible for overseeing preparation and implementation of a development plan.	•	•		•		Development Committee members	Staff and Board Time		Development committee established	Organizational
5.3.1b	Prepare for development planning by: <ul style="list-style-type: none"> • assessing internal factors that affect the BHAA's readiness for development • assessing external factors that affect the BHAA's approach to development • defining the prospective donor pool 	•			•		Development committee members	Staff and Board Time		Assessment and review complete	Organizational

Table 8.6 Baltimore National Heritage Area - High Priority Short-Term Management Action Items (continued)

Action Ref #	Action	FY14	FY15	FY16	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
5.3.1c	Prepare a long-term (5-year) development plan with accompanying annual work plans with the goal of integrating development into all aspects of programs and operations.	•			•		Development committee members Consultant Team	Staff and Board Time Estimate of \$30,000 for consultant	TBD	Completed Development Plan	Organizational
5.3.1e	Establish restricted special funds to support critical elements of the development program.	•			•		Development Committee	Staff and Board Time		Restricted fund established	Organizational
5.3.1f	Include staff time to coordinate and implement development activities in the BHAA's annual work plans.	•			•			Staff Time		Staff time included	Organizational
5.3.1g	Provide training to staff in development skills.	•			•		Training Providers	Staff Time Cost of training varies		Staff trained in development	Organizational
5.3.2a	Seek annual grant support from Baltimore City's General Fund.	•	•	•	•			Staff Time	City of Baltimore Request minimally \$140,000 annually	Requests submitted Funds received	Organizational
5.3.2b	Seek additional grant support from other grant programs administered by Baltimore City agencies when available.	•	•	•	•			Staff Time	City of Baltimore TBD	Requests submitted Funds received	Organizational
5.3.3a	Complete annual work plans and submit annual management grant funding applications to MHAA.	•	•	•	•			Staff Time	Maryland Heritage Areas Authority Request \$100,000 annually	Requests submitted Funds received	Organizational
5.3.4a	Continue to meet performance measures qualifying the BHAA to receive annual base funding from the Heritage Partnership Program by: <ul style="list-style-type: none"> • matching national heritage area funding, as required by the federal Heritage Partnership Program • drawing down national heritage area funding, as required by the federal Heritage Partnership Program 	•	•	•	•			Staff Time	National Park Service – Heritage Partnership Program Request \$150,000 annually	Requests submitted Funds received	Organizational

Table 8.6 Baltimore National Heritage Area - High Priority Short-Term Management Action Items (continued)

Action Ref #	Action	FY14	FY15	FY16	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
5.3.5b	Identify staff grantwriting training needs and seek training, as appropriate.	•	•	•	•			Staff Time Cost of training varies	General operating	Needs identified and training achieved	Organizational
5.3.5c	Prepare a set of standard deliverables needed to support grant applications.	•	•	•	•			Staff Time Printing costs		Support materials created	Organizational
5.3.6a	Develop a plan for earned income using existing projects and programs (e.g. GPS-based tour at the Inner Harbor Visitor Center and walking tours) as models.		•		•			Staff Time		Plan for earned income using current programs in place	Organizational
5.3.7a	Set an annual target for private giving.	•	•	•	•		Development Committee	Staff and Board Time		Target for private giving set	Organizational
5.3.7b	Develop a potential donor database.	•	•		•			Staff Time		Database set up	Organizational
5.3.7c	Develop a donor nurturing and engagement plan with regular communications.	•	•		•			Staff Time TBD	General operating	Private donor plan in place	Organizational
5.3.7d	Request support annually from all potential private donors and develop targeted specific asks when feasible.	•	•	•	•			Staff Time	Private donors	Funding goal achieved	Organizational
5.4.1b	Work closely with key partners to maximize grant support and technical assistance to support the BHAA as the local coordinating entity. Key partners include the National Park Service, the Maryland Heritage Areas Authority, Baltimore City, and Visit Baltimore (the heritage area's designated destination marketing organization). Maintain cooperative agreements or annual grant agreements with each key partner.	•	•	•		•	NPS, MHAA, Baltimore City, and Visit Baltimore	Staff Time		Partners remain supportive and funding continues	Partnership Building Organizational
5.4.1c	Recognize heritage partners whose missions support preservation of heritage resources and/or promote heritage tourism.	•	•	•							
5.4.1d	Involve heritage partners in BHAA management by maintaining a heritage advisory committee that serves in an advisory capacity to the board of directors.	•	•	•		•	Heritage area partners	Staff Time		Advisory committee maintained	Partnership Building Organizational
5.4.2b	Implement a grantmaking program for heritage partners.	•	•	•	•		Potential applicants	Staff Time TBD	Federal funds City Bond funds	Grant program established	Partnership Building Organizational

Table 8.6 Baltimore National Heritage Area - High Priority Short-Term Management Action Items (continued)

Action Ref #	Action	FY14	FY15	FY16	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
5.4.2c	Provide technical assistance to heritage partners for identification of grant opportunities and grant writing (especially for writing grant applications for heritage area funding).	•	•	•	•		Potential applicants	Staff Time		Technical assistance provided More competitive grants submitted	Partnership Building Organizational
5.4.2f	Hold an annual meeting for all heritage area stakeholders and partners.	•	•	•	•		Heritage area partners	Staff Time Convening costs	General operating	Annual meeting held	Partnership Building Organizational
5.4.2g	Provide annual awards to key heritage area partners and supporters.	•	•	•	•		Selected award recipients	Staff Time Cost of awards	General operating	Awards provided	Partnership Building
5.4.3a	Interpret the resources and stories associated with the Baltimore Visitor Center and Fell's Point through interpretive and educational initiatives, programs, exhibits, and materials which relate those resources, as appropriate to the Star-Spangled Banner National Historic Trail.	•	•	•	•		NPS Chesapeake Bay Office - Star Spangled Banner NHT, heritage area partners	Varies	TBD	Interpretive products developed	Heritage Product Development Partnership Building Sustaining Regional Identity
5.4.3b	Ensure physical or programmatic linkages with other existing or potential sites and segments associated with the trail.	•	•	•	•		NPS Chesapeake Bay Office - Star Spangled Banner NHT, heritage area partners	Varies	TBD	Linkages created	Heritage Product Development Partnership Building Sustaining Regional Identity
5.4.3c	Monitor the standardized trail interpretive signage, orientation signage, and site identifier (as supplied by the NPS) in prominent, publicly accessible locations.	•	•	•	•		NPS Chesapeake Bay Office - Star Spangled Banner NHT, heritage area partners	Staff Time		Signage remains viable and in good condition	Sustaining Regional Identity
5.4.3d	Assist in marketing the trail and other sites and segments of the trail to visitors.	•	•	•	•		NPS Chesapeake Bay Office - Star Spangled Banner NHT, Visit Baltimore, MOTD	Staff Time Marketing materials	MHAA Marketing Grant	Public awareness of the trail increases	Sustaining Regional Identity
5.4.6a	Assist with implementing recommendations of the <i>Charles Street Byway Management Plan</i> for the section of the byway within the heritage area's boundary.	•					State Highway Administration, byway partners	Varies	TBD	Varies	Heritage Tourism Product Development Partnership Building Sustaining Regional Identity
5.4.6b	Collaborate with Maryland's Historic National Road to provide support (interpretation, marketing, communications) for the section of the National Road within the heritage area's boundary.	•					State Highway Administration, Maryland National Road Association, byway partners	Varies	TBD	Varies	Heritage Tourism Product Development Partnership Building Sustaining Regional Identity

Table 8.6 Baltimore National Heritage Area - High Priority Short-Term Management Action Items (continued)

Action Ref #	Action	FY14	FY15	FY16	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
5.4.7a	Continue to involve the park superintendent as a member of the BHAA Heritage Advisory Committee (HAC).	•	•	•		•	Fort McHenry NMHS	Staff Time	General operating	Superintendent involvement in BHAA HAC	Partnership Building
5.4.7b	Continue to routinely coordinate BHAA programming with Fort McHenry NMHS through the park's authorized technical representative.	•	•	•		•	Fort McHenry NMHS	Staff Time	General operating	Communication frequency with ATR	Partnership Building
5.4.7c	Continue to serve as a member of the board of the Friends of Fort McHenry	•	•	•		•	Friends of Fort McHenry	Staff Time	General operating	Actions in support of Friends programs and activities	Partnership Building
5.4.7d	Explore new ways for Fort McHenry NMHS staff to expand their programming beyond the park's boundary into the broader community.	•	•	•		•	Fort McHenry NMHS	Staff Time	General operating	New programming outside the park boundary	Partnership Building
5.4.8a	Explore formalizing a partnership with the NPS Chesapeake Bay Office that outlines how BHAA and NPS will collaborate to further implement the Chesapeake Bay Gateways and Watertrails Network.	•	•	•		•	NPS Chesapeake Bay Office, CBGN Network	Staff Time	General operating	Completed partnership agreement	Partnership Building
5.4.8b	Provide heritage area partners with information regarding opportunities to become designated CBGN sites.	•	•	•		•	Heritage area partners	Staff Time	General operating	Number of new CBGN sites within heritage area	Partnership Building
5.4.8c	Make available to CBGN sites technical assistance with grant applications to NPS for technical and financial assistance through the CBGN program.	•	•	•		•	Heritage area partners	Staff Time	General operating	NPS grants/ technical assistance received by CBGN sites (with BHAA assistance)	Partnership Building
5.5.2a	Conduct semi-annual meetings open to the public regarding implementation of the heritage area management plan.	•	•	•	•		General Public Heritage area partners	Staff Time Convening costs	General operating	Semi-annual meetings held	Partnership Building Organizational
5.6.1c	Work with Baltimore City to have the city adopt the approved long-term management plan for the national heritage area as part of the city's comprehensive plan.	•				•	City of Baltimore	Staff Time		Management plan adopted as part of the city's comprehensive management plan	Organizational
5.6.1d	Update the 2012 approved 5-year management plan for the state heritage area using the approved updated long-term management plan as the foundation. Develop and implement updates of the 5-year management plan for the state heritage area in 2017, and 2022.	•			•		Maryland Heritage Areas Authority	Staff Time		5 Year plan for MHAA updated	Organizational

Table 8.6 Baltimore National Heritage Area - High Priority Short-Term Management Action Items (continued)

Action Ref #	Action	FY14	FY15	FY16	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
5.6.1f	Develop and implement annual work plans that meet requirements of the Maryland Heritage Areas Program.	•	•	•	•		Maryland Heritage Areas Authority	Staff Time		Develop annual work plans	Organizational
5.6.2a	Report annually to MHAA on the amount and percent of funding leveraged by the BHAA in activities outlined in the annual work plan, including in-kind contributions and non-MHAA sources.	•	•	•	•			Staff Time		Annual financial leverage funding reports submitted to MHAA	Organizational
5.6.2b	Report annually to MHAA on the amount of activities completed in the annual work plan, including measurable activities and intangible contributions reported through testimonies or other documentation.	•	•	•	•			Staff Time		Annual reports to MHAA completed Funding continues	Organizational
5.6.2c	Evaluate the heritage area's management capability based on accurate and timely submission of materials to MHAA, MHAA grant completion rates, and participation in the Maryland Coalition of Heritage Area activities. Submit metric data annually to MHAA.	•	•	•	•			Staff Time		Evaluation data submitted annually to MHAA	Organizational
5.6.2d	Link annual work plan activities to a series of metrics that support three key categories of focus: developing heritage-based product, building partnerships, and sustaining regional identity. Identify in the 5-year plan and annual work plans one metric from each category that is the area of priority. Submit metric data annually to MHAA.	•	•	•	•			Staff Time		Metric data submitted annual to MHAA Funding continues	Organizational
5.6.2e	Establish annual performance measures and report annually to Baltimore on the BHAA's performance against targets as part of annual grant applications.	•	•	•	•			Staff Time		Performance measures established, Annual reports provided to City of Baltimore, Funding continues	Organizational
5.6.3a	Submit an annual report to the BHAA board of directors summarizing progress made toward accomplishing management goals and objectives.	•	•	•	•			Staff and Board Time		Annual report submitted to board	Organizational

Table 8.6 Baltimore National Heritage Area - High Priority Short-Term Management Action Items (continued)

Action Ref #	Action	FY14	FY15	FY16	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
5.6.3f	<p>Meet requirements for data reporting to the National Heritage Area Program Office by:</p> <ul style="list-style-type: none"> developing measures for assessing progress on implementing the heritage area's management plan implementing procedures to collect data needed to assess progress measures on an annual basis submitting an annual end-of-year report to the National Heritage Area Program Office by submitting a progress form submit an annual progress form to the National Heritage Area Program Office 	•	•	•	•		National Heritage Area Program Office	Staff Time		Submit reports Funding continues	Organizational
5.6.5a	Collaborate with the Maryland Heritage Areas Authority to clarify the state heritage area boundary, including approval of an amended boundary by the state and Baltimore City.	•	•			•	MHAA City of Baltimore	Staff Time		Boundary clarified and approved	Organizational

Table 8.7 Baltimore Heritage Area Association (BHAA) - Projected FY14 through FY16 Budget (1)

REVENUE				
Grants - General Operating	FY2014	FY2015	FY2016	Notes
National Park Service Area Allocation	\$ 400,000	\$ 400,000	\$ 400,000	depends upon federal appropriation
City of Baltimore	\$ 145,000	\$ 145,000	\$ 145,000	depends upon city appropriation
Maryland Heritage Areas Authority	\$ 100,000	\$ 100,000	\$ 100,000	depends upon state appropriation
Sub-total	\$ 645,000	\$ 645,000	\$ 645,000	
Earned Revenue				
Walking Tours	\$ 8,000	\$ 8,000	\$ 8,000	
Trolley Tours	\$ 6,000	\$ 6,000	\$ 6,000	
Authentic Baltimore	\$ 250	\$ 250	\$ 250	
GPS Tours	\$ 3,600	\$ 3,600	\$ 3,600	
Sub-total	\$ 17,850	\$ 17,850	\$ 17,850	
Other Revenue Raised by BHAA				
Private (individual, corporate)	\$ 30,000	\$ 50,000	\$ 80,000	
Small Capital Grants (city bond money)	\$ 100,000	\$ 100,000	\$ 100,000	
Grants (public and private)	\$ 70,000	\$ 25,000	\$ 25,000	
Sub-total	\$ 200,000	\$ 175,000	\$ 205,000	
TOTAL REVENUE	\$ 862,850	\$ 837,850	\$ 867,850	
EXPENSES				
Direct Costs (personnel)	FY2014	FY2015	FY2016	Notes
Personnel - FTEs	\$ 200,000	\$ 205,000	\$ 210,000	3 full time staff
Part-time Employees	\$ 51,400	\$ 55,400	\$ 55,400	rangers, admin assistants, interns
Benefits	\$ 13,600	\$ 13,600	\$ 13,600	
Payroll Taxes	\$ 19,151	\$ 19,533	\$ 19,916	
Payroll Fees	\$ 100	\$ 100	\$ 100	
Merit Pay	\$ 7,500	\$ 7,500	\$ 7,500	
Sub-total	\$ 291,751	\$ 301,133	\$ 306,516	
Direct Costs (non-personnel)	FY2014	FY2015	FY2016	Notes
Accounting/Audit	\$ 11,000	\$ 11,000	\$ 11,000	
Advertising				
Authentic Baltimore	\$ 2,000	\$ 2,000	\$ 2,000	
Trails	\$ 20,000	\$ 20,000	\$ 20,000	
Implement marketing/comm plan	\$ -	\$ 25,000	\$ 25,000	
Catering/Hospitality	\$ 2,950	\$ 2,950	\$ 2,950	
Communications (telephone)	\$ 4,784	\$ 4,784	\$ 4,784	
Conferences/Meetings	\$ 1,250	\$ 1,250	\$ 1,250	
Contract Services				
1812 Contract Services	\$ 50,000	\$ 25,000	\$ -	
Grants Manager	\$ 25,000	\$ 25,000	\$ 25,000	
Economic Impact Data Consultant	\$ 2,000	\$ -	\$ -	
Marketing/Comm Plan Consultant	\$ 50,000	\$ -	\$ -	
IT Consultant	\$ 3,500	\$ 3,500	\$ 3,500	
Graphic Design Consultant	\$ 4,200	\$ 4,200	\$ 4,200	
Fundraising/Development Consult	\$ 30,000	\$ -	\$ -	

Table 8.7 Baltimore Heritage Area Association (BHAA) - Projected FY14 through FY16 Budget (continued)

Direct Costs (non-personnel) (cont.)	FY2014	FY2015	FY2016	Notes
Dues/Subscriptions	\$ 4,175	\$ 4,225	\$ 4,225	
Equipment	\$ 2,000	\$ 2,000	\$ 2,000	
Grant Reimbursements				
Federal Grant Program (outgoing)	\$ 100,000	\$ 100,000	\$ 150,000	
Small Cap Grants (outgoing)	\$ 100,000	\$ 100,000	\$ 100,000	
Honoraria	\$ 2,000	\$ 2,000	\$ 2,000	
Insurance	\$ 3,800	\$ 3,800	\$ 3,800	
Internet and Website (inc IT support)	\$ 1,500	\$ 1,000	\$ 1,000	
Lodging and Meals	\$ 2,500	\$ 2,500	\$ 2,500	
Postage and Shipping	\$ 4,500	\$ 4,500	\$ 4,500	
Printing				
Year in Review	\$ 350	\$ 350	\$ 350	
Lecture Series	\$ 500	\$ 500	\$ 500	
General	\$ 2,000	\$ 2,000	\$ 2,000	
Heritage Walk/Mt. Vernon	\$ -	\$ 13,000	\$ -	
Fell's Point	\$ -	\$ -	\$ -	
Rack Cards	\$ 2,000	\$ -	\$ 2,000	
NPS Logo Guidelines	\$ 300	\$ -	\$ -	
1812 Land and Water Guide	\$ 7,000	\$ -	\$ -	
1812 Teacher Resource Guide	\$ 500	\$ 500	\$ -	
Board Manual	\$ 500	\$ -	\$ -	
Employee Manual	\$ 500	\$ -	\$ -	
Heritage Neighborhoods Materials	\$ -	\$ 500	\$ -	
Marketing/Communications Matls	\$ -	\$ 5,000	\$ 5,000	
Production and Exhibition Costs				
Heritage Walk/Mt. Vernon	\$ -	\$ 13,000	\$ -	
Historic Plaque Program	\$ 1,200	\$ 1,200	\$ 1,200	
1812 Traveling Exhibit	\$ 10,000	\$ 10,000	\$ -	
1812 Land and Water Guide	\$ 8,000	\$ -	\$ -	
Gwynns Falls and Jones Falls Trails	\$ 2,000	\$ 2,000	\$ 2,000	
Heritage Walk Flags/Banners	\$ 5,000	\$ 5,000	\$ 5,000	
Trail Signage Contingency	\$ 20,000	\$ 20,000	\$ 20,000	
Programs - Other				
Authentic Baltimore	\$ 1,500	\$ 1,500	\$ 1,500	
GPS Annual Fee	\$ 7,000	\$ 7,000	\$ 7,000	
Westside	\$ 500	\$ -	\$ -	
Ranger Training	\$ 500	\$ 500	\$ 500	
Certification Program	\$ 500	\$ 500	\$ 500	
Partner Incentives - Attendance	\$ 500	\$ 500	\$ 500	
Partner Incentives - Website Links	\$ 500	\$ 500	\$ 500	
Visitor Center Staff Training	\$ 500	\$ 500	\$ 500	
CTA Program Partnership	\$ 325	\$ 325	\$ 325	
Patterson Park SS200 Activ	\$ 5,000	\$ 5,000	\$ 5,000	

Table 8.7 Baltimore Heritage Area Association (BHAA) - Projected FY14 through FY16 Budget (continued)

Direct Costs (non-personnel) (cont.)	FY2014	FY2015	FY2016	Notes
Battle of Baltimore	\$ 500	\$ 500	\$ 500	
Maritime Heritage Week	\$ 5,000	\$ 5,000	\$ 5,000	
Privateer Weekend	\$ 500	\$ 500	\$ 500	
History Happy Hours	\$ 1,000	\$ 1,000	\$ 1,000	
1812 Fashion Show	\$ 6,000	\$ 6,000	\$ 6,000	
Environmental Education w/ P&P	\$ 2,000	\$ 2,000	\$ 2,000	
Stewardship Workshops	\$ 500	\$ 500	\$ 500	
Grants Workshops	\$ 250	\$ 250	\$ 250	
Annual Awards	\$ 250	\$ 250	\$ 250	
Annual Meeting - Partners	\$ 500	\$ 500	\$ 500	
Semi-Annual Meeting - Public	\$ 250	\$ 250	\$ 250	
Heritage Neighborhoods Program	\$ -	\$ -	\$ 500	
Main Street Managers Program	\$ -	\$ 500	\$ 500	
Main Street Events	\$ 2,000	\$ 2,000	\$ 2,000	
Park and Open Space Partner Mtgs	\$ 300	\$ 300	\$ 300	
Rent (plus parking)	\$ 19,800	\$ 20,800	\$ 20,800	
Repairs and Maintenance	\$ 3,000	\$ 3,000	\$ 3,000	
Supplies	\$ 5,100	\$ 5,100	\$ 5,100	
Training				
Workshops	\$ 1,000	\$ 1,000	\$ 1,000	
Development Training	\$ 500	\$ 500	\$ -	
Grant Writing Training	\$ 500	\$ 500	\$ 500	
Travel				
Conferences	\$ 500	\$ 500	\$ 500	
ANHA	\$ 500	\$ 500	\$ 500	
Northeast NP	\$ 1,000	\$ 1,000	\$ 1,000	
Travel Reimbursement	\$ 1,500	\$ 1,500	\$ 1,500	
Bus for Administrative Assistant	\$ 800	\$ 800	\$ 800	
Baltimore City Students Bus Fund	\$ 10,000	\$ 10,000	\$ 10,000	
Sub-total	\$ 567,084	\$ 498,834	\$ 488,834	
TOTAL REVENUE	\$ 858,835	\$ 799,967	\$ 795,350	
EXCESS REVENUE OVER EXPENSES	\$ 4,015	\$ 37,883	\$ 72,500	

(1) Note that budget projections presented in Table 8.7 are based on the actions outlined in the management plan and are for general management planning purposes only. The BHAA Board of Directors has not approved the budgets for purposes of planning annual operations.

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Appendices Divider Photo: Donna Dickson

H.R.146

Omnibus Public Land Management Act of 2009 (Engrossed Amendment as Agreed to by Senate)

Signed into Law on March 30, 2009 as PL 111-11

SEC. 8005. BALTIMORE NATIONAL HERITAGE AREA, MARYLAND.

(a) Definitions- In this section:

(1) HERITAGE AREA- The term 'Heritage Area' means the Baltimore National Heritage Area, established by subsection (b)(1).

(2) LOCAL COORDINATING ENTITY- The term 'local coordinating entity' means the local coordinating entity for the Heritage Area designated by subsection (b)(4).

(3) MANAGEMENT PLAN- The term 'management plan' means the management plan for the Heritage Area required under subsection (c)(1)(A).

(4) MAP- The term 'map' means the map entitled 'Baltimore National Heritage Area', numbered T10/80,000, and dated October 2007.

(5) SECRETARY- The term 'Secretary' means the Secretary of the Interior.

(6) STATE- The term 'State' means the State of Maryland.

(b) Baltimore National Heritage Area-

(1) ESTABLISHMENT- There is established the Baltimore National Heritage Area in the State.

(2) BOUNDARIES- The Heritage Area shall be comprised of the following areas, as described on the map:

(A) The area encompassing the Baltimore City Heritage Area certified by the Maryland Heritage Areas Authority in October 2001 as part of the Baltimore City Heritage Area Management Action Plan.

(B) The Mount Auburn Cemetery.

(C) The Cylburn Arboretum.

(D) The Middle Branch of the Patapsco River and surrounding shoreline, including--

(i) the Cruise Maryland Terminal;

(ii) new marina construction;

(iii) the National Aquarium Aquatic Life Center;

(iv) the Westport Redevelopment;

(v) the Gwynns Falls Trail;

(vi) the Baltimore Rowing Club; and

(vii) the Masonville Cove Environmental Center.

(3) AVAILABILITY OF MAP- The map shall be on file and available for public inspection in the appropriate offices of the National Park Service and the Baltimore Heritage Area Association.

(4) LOCAL COORDINATING ENTITY- The Baltimore Heritage Area Association shall be the local coordinating entity for the Heritage Area.

(c) Duties and Authorities of Local Coordinating Entity-

(1) DUTIES OF THE LOCAL COORDINATING ENTITY- To further the purposes of the Heritage Area, the local coordinating entity shall--

(A) prepare, and submit to the Secretary, in accordance with subsection (d), a management plan for the Heritage Area;

(B) assist units of local government, regional planning organizations, and nonprofit organizations in implementing the approved management plan by--

(i) carrying out programs and projects that recognize, protect, and enhance important resource values within the Heritage Area;

- (ii) *establishing and maintaining interpretive exhibits and programs within the Heritage Area;*
- (iii) *developing recreational and educational opportunities in the Heritage Area;*
- (iv) *increasing public awareness of, and appreciation for, natural, historic, scenic, and cultural resources of the Heritage Area;*
- (v) *protecting and restoring historic sites and buildings in the Heritage Area that are consistent with the themes of the Heritage Area;*
- (vi) *ensuring that signs identifying points of public access and sites of interest are posted throughout the Heritage Area; and*
- (vii) *promoting a wide range of partnerships among governments, organizations, and individuals to further the purposes of the Heritage Area;*
- (C) *consider the interests of diverse units of government, businesses, organizations, and individuals in the Heritage Area in the preparation and implementation of the management plan;*
- (D) *conduct meetings open to the public at least semiannually regarding the development and implementation of the management plan;*
- (E) *submit an annual report to the Secretary for each fiscal year for which the local coordinating entity receives Federal funds under this section specifying--*
 - (i) *the accomplishments of the local coordinating entity;*
 - (ii) *the expenses and income of the local coordinating entity;*
 - (iii) *the amounts and sources of matching funds;*
 - (iv) *the amounts leveraged with Federal funds and sources of the leveraged funds; and*
 - (v) *grants made to any other entities during the fiscal year;*
- (F) *make available for audit for each fiscal year for which the local coordinating entity receives Federal funds under this section, all information pertaining to the expenditure of the funds and any matching funds;*
- (G) *require in all agreements authorizing expenditures of Federal funds by other organizations, that the receiving organizations make available for audit all records and other information pertaining to the expenditure of the funds; and*
- (H) *encourage, by appropriate means, economic development that is consistent with the purposes of the Heritage Area.*

(2) **AUTHORITIES-** *The local coordinating entity may, subject to the prior approval of the Secretary, for the purposes of preparing and implementing the management plan, use Federal funds made available under this section to--*

- (A) *make grants to the State, political subdivisions of the State, nonprofit organizations, and other persons;*
- (B) *enter into cooperative agreements with, or provide technical assistance to, the State, political subdivisions of the State, nonprofit organizations, Federal agencies, and other interested parties;*
- (C) *hire and compensate staff;*
- (D) *obtain funds or services from any source, including funds and services provided under any other Federal law or program;*
- (E) *contract for goods or services; and*
- (F) *support activities of partners and any other activities that further the purposes of the Heritage Area and are consistent with the approved management plan.*

(3) **PROHIBITION ON ACQUISITION OF REAL PROPERTY-** *The local coordinating entity may not use Federal funds received under this section to acquire any interest in real property.*

(d) **Management Plan-**

- (1) **IN GENERAL-** *Not later than 3 years after the date on which funds are made available to develop the management plan, the local coordinating entity shall submit to the Secretary for approval a proposed management plan for the Heritage Area.*
- (2) **REQUIREMENTS-** *The management plan for the Heritage Area shall--*

- (A) describe comprehensive policies, goals, strategies, and recommendations for telling the story of the heritage of the region and encouraging long-term resource protection, enhancement, interpretation, funding, management, and development of the Heritage Area;
- (B) take into consideration existing State, county, and local plans in the development and implementation of the management plan;
- (C) include a description of actions and commitments that governments, private organizations, and citizens plan to take to protect, enhance, and interpret the natural, historic, scenic, and cultural resources of the Heritage Area;
- (D) specify existing and potential sources of funding or economic development strategies to protect, enhance, interpret, fund, manage, and develop the Heritage Area;
- (E) include an inventory of the natural, historic, cultural, educational, scenic, and recreational resources of the Heritage Area relating to the stories and themes of the region that should be protected, enhanced, managed, or developed;
- (F) recommend policies and strategies for resource management including, the development of intergovernmental and interagency agreements to protect the natural, historic, cultural, educational, scenic, and recreational resources of the Heritage Area;
- (G) describe a program for implementation of the management plan, including--
 - (i) performance goals;
 - (ii) plans for resource protection, enhancement, and interpretation; and
 - (iii) specific commitments for implementation that have been made by the local coordinating entity or any government, organization, business, or individual;
- (H) include an analysis of, and recommendations for, ways in which Federal, State, tribal, and local programs may best be coordinated (including the role of the National Park Service and other Federal agencies associated with the Heritage Area) to further the purposes of this section;
- (I) include an interpretive plan for the Heritage Area; and
- (J) include a business plan that--
 - (i) describes the role, operation, financing, and functions of the local coordinating entity and of each of the major activities described in the management plan; and
 - (ii) provides adequate assurances that the local coordinating entity has the partnerships and financial and other resources necessary to implement the management plan for the Heritage Area.

(3) **TERMINATION OF FUNDING-** If the management plan is not submitted to the Secretary in accordance with this section, the local coordinating entity shall not qualify for additional financial assistance under this section until the management plan is submitted to, and approved by, the Secretary.

(4) **APPROVAL OF MANAGEMENT PLAN-**

- (A) **REVIEW-** Not later than 180 days after the date on which the Secretary receives the management plan, the Secretary shall approve or disapprove the management plan.
- (B) **CONSULTATION REQUIRED-** The Secretary shall consult with the Governor of the State and any tribal government in which the Heritage Area is located before approving the management plan.
- (C) **CRITERIA FOR APPROVAL-** In determining whether to approve the management plan, the Secretary shall consider whether--
 - (i) the local coordinating entity represents the diverse interests of the Heritage Area, including governments, natural and historic resource protection organizations, educational institutions, businesses, community residents, and recreational organizations;
 - (ii) the local coordinating entity has afforded adequate opportunity for public and governmental involvement (including through workshops and public meetings) in the preparation of the management plan;

- (iii) the resource protection and interpretation strategies described in the management plan, if implemented, would adequately protect the natural, historic, and cultural resources of the Heritage Area;*
- (iv) the management plan would not adversely affect any activities authorized on Federal or tribal land under applicable laws or land use plans;*
- (v) the Secretary has received adequate assurances from the appropriate State, tribal, and local officials whose support is needed to ensure the effective implementation of the State, tribal, and local aspects of the management plan;*
and
- (vi) the local coordinating entity has demonstrated the financial capability, in partnership with others, to carry out the management plan.*

(D) ACTION FOLLOWING DISAPPROVAL-

(i) IN GENERAL- If the Secretary disapproves the management plan, the Secretary--

(I) shall advise the local coordinating entity in writing of the reasons for the disapproval; and

(II) may make recommendations to the local coordinating entity for revisions to the management plan.

(ii) DEADLINE- Not later than 180 days after receiving a revised management plan, the Secretary shall approve or disapprove the revised management plan.

(E) AMENDMENTS-

(i) IN GENERAL- An amendment to the management plan that substantially alters the purposes of the Heritage Area shall be reviewed by the Secretary and approved or disapproved in the same manner as the original management plan.

(ii) IMPLEMENTATION- The local coordinating entity shall not use Federal funds authorized to be appropriated by this section to implement an amendment to the management plan until the Secretary approves the amendment.

(e) Duties and Authorities of the Secretary-

(1) TECHNICAL AND FINANCIAL ASSISTANCE-

(A) IN GENERAL- On the request of the local coordinating entity, the Secretary may provide technical and financial assistance, on a reimbursable or nonreimbursable basis (as determined by the Secretary), to the local coordinating entity to develop and implement the management plan.

(B) COOPERATIVE AGREEMENTS- The Secretary may enter into cooperative agreements with the local coordinating entity and other public or private entities to provide technical or financial assistance under subparagraph (A).

(C) PRIORITY- In assisting the Heritage Area, the Secretary shall give priority to actions that assist in--

(i) conserving the significant natural, historic, cultural, and scenic resources of the Heritage Area; and

(ii) providing educational, interpretive, and recreational opportunities consistent with the purposes of the Heritage Area.

(2) EVALUATION; REPORT-

(A) IN GENERAL- Not later than 3 years before the date on which authority for Federal funding terminates for the Heritage Area under subsection (i), the Secretary shall--

(i) conduct an evaluation of the accomplishments of the Heritage Area; and

(ii) prepare a report with recommendations for the future role of the National Park Service, if any, with respect to the Heritage Area, in accordance with subparagraph (C).

(B) EVALUATION- An evaluation conducted under subparagraph (A)(i) shall--

(i) assess the progress of the local coordinating entity with respect to--

(I) accomplishing the purposes of this section for the Heritage Area;
and

(II) achieving the goals and objectives of the approved management plan for the Heritage Area;

(ii) analyze the Federal, State, local, and private investments in the Heritage Area to determine the leverage and impact of the investments; and

(iii) review the management structure, partnership relationships, and funding of the Heritage Area for purposes of identifying the critical components for sustainability of the Heritage Area.

(C) REPORT-

(i) IN GENERAL- Based on the evaluation conducted under subparagraph (A)(i), the Secretary shall prepare a report that includes recommendations for the future role of the National Park Service, if any, with respect to the Heritage Area.

(ii) REQUIRED ANALYSIS- If the report prepared under this subparagraph recommends that Federal funding for the Heritage Area be reauthorized, the report shall include an analysis of--

(I) ways in which Federal funding for the Heritage Area may be reduced or eliminated; and

(II) the appropriate time period necessary to achieve the recommended reduction or elimination.

(iii) SUBMISSION TO CONGRESS- On completion of a report under this subparagraph, the Secretary shall submit the report to--

(I) the Committee on Energy and Natural Resources of the Senate; and

(II) the Committee on Natural Resources of the House of Representatives.

(f) Relationship to Other Federal Agencies-

(1) IN GENERAL- Nothing in this section affects the authority of a Federal agency to provide technical or financial assistance under any other law.

(2) CONSULTATION AND COORDINATION- To the maximum extent practicable, the head of any Federal agency planning to conduct activities that may have an impact on the Heritage Area is encouraged to consult and coordinate the activities with the Secretary and the local coordinating entity.

(3) OTHER FEDERAL AGENCIES- Nothing in this section--

(A) modifies, alters, or amends any laws (including regulations) authorizing a Federal agency to manage Federal land under the jurisdiction of the Federal agency;

(B) limits the discretion of a Federal land manager to implement an approved land use plan within the boundaries of the Heritage Area; or

(C) modifies, alters, or amends any authorized use of Federal land under the jurisdiction of a Federal agency.

(g) Property Owners and Regulatory Protections- Nothing in this section--

(1) abridges the rights of any owner of public or private property, including the right to refrain from participating in any plan, project, program, or activity conducted within the Heritage Area;

(2) requires any property owner to--

(A) permit public access (including Federal, tribal, State, or local government access) to the property; or

(B) modify any provisions of Federal, tribal, State, or local law with regard to public access or use of private land;

(3) alters any duly adopted land use regulations, approved land use plan, or any other regulatory authority of any Federal, State, or local agency, or tribal government;

(4) conveys any land use or other regulatory authority to the local coordinating entity;

(5) authorizes or implies the reservation or appropriation of water or water rights;

(6) diminishes the authority of the State to manage fish and wildlife, including the regulation of fishing and hunting within the Heritage Area; or

(7) creates any liability, or affects any liability under any other law, of any private property owner with respect to any person injured on the private property.

(h) Authorization of Appropriations-

(1) IN GENERAL- There is authorized to be appropriated to carry out this section \$10,000,000, of which not more than \$1,000,000 may be made available for any fiscal year.

(2) COST-SHARING REQUIREMENT-

(A) IN GENERAL- The Federal share of the total cost of any activity under this section shall be not more than 50 percent.

(B) FORM- The non-Federal contribution--

(i) shall be from non-Federal sources; and

(ii) may be in the form of in-kind contributions of goods or services fairly valued.

(i) Termination of Effectiveness- The authority of the Secretary to provide assistance under this section terminates on the date that is 15 years after the date of enactment of this Act.

BY-LAWS

BALTIMORE HERITAGE AREA ASSOCIATION, INC.

ARTICLE I Name and Principal Office

Section I – Name

The name of the corporation is the Baltimore Heritage Area Association, Inc., a Maryland tax-exempt nonstock corporation (hereinafter referred to as the “Corporation”).

Section II – Principal Office

The principal office of Corporation shall be at 100 Light Street, 12th Floor, Baltimore, Maryland 21202. The Corporation may have such other offices at such places as the Board of Directors may from time to time determine or the business of the Corporation may require.

ARTICLE II Purpose of Corporation

The mission and purpose of the corporation is to protect, preserve, and promote the cultural, educational, historical, and natural assets within the Baltimore National Heritage Area.

ARTICLE III Membership

The Directors of the Corporation shall constitute the members of the Corporation.

ARTICLE IV Directors

Section I – General Powers

The business and affairs of the Corporation shall be managed under the direction of its Board of Directors. In addition to the powers expressly conferred upon them by these Bylaws, the Board of Directors may exercise all the powers of the Corporation.

Section II – Number

The Board shall be composed of no fewer than three persons and no more than 25 persons.

Section III – Elections

At each annual meeting, the Directors shall elect new Directors to fill the vacancies of Directors whose terms are expiring.

Section IV – Vacancies

Vacancies occurring between annual meetings may be filled, for the unexpired term, by the remaining members of the Board of Directors.

Section V - Term and Term Limits

Each Director shall hold office for a term of three years or until a successor is duly elected and qualified. The guidelines for an interim policy regarding Terms and Term Limits, needed to obtain a Board composition that reflects the term limits as proposed, will be to divide the Board Members into three approximately equal groups, at the direction of the President in consultation with the Executive Director, with one-third (1/3) of the designated members to serve a term of one (1) year, one-third (1/3) to serve a term of two (2) years, and one-third (1/3) for a term of three (3) years. No person shall serve on the Board of Directors for more than two consecutive full terms. A person who serves an initial term of less than three years may serve for two additional three-year terms. After serving the maximum time allowed, a person may again serve after being off the Board of Directors for at least one year.

Section VI – Removal

A Director may be removed for substantial cause, by a vote of two-thirds of the Board present at any meeting at which there is a quorum. Substantial cause shall include, but not be limited to, failure to participate in the activities of the Board of Directors as evidenced by the failure to attend three consecutive meetings of the Board.

Section VII – Resignation

A Director may resign only by submitting a written resignation to the President, or, if the resigning Director is the President, by written resignation submitted to the other Directors.

Section VIII – Compensation

The members of the Board of Directors and the elected officers of the Corporation shall serve without compensation for their services as Board members and/or officers. Directors and officers may be reimbursed for all expenses reasonably incurred on behalf of the Corporation.

ARTICLE V
Officers of the Board of Directors

Section I – Election

The officers shall consist of President, Secretary, and Treasurer and such additional vice-presidents, assistant secretaries or assistant treasurers that the Board, from time to time, may elect. The officers shall be elected by the Board of Directors from among the members of the Board, generally at the first regular meeting following the annual meeting.

Section II – Vacancies

A vacancy in any office may be filled by the Board of Directors for the balance of the term.

Section III – Term

Officers shall serve a term of one year and until their successors are elected and qualified, or until they are removed pursuant to Article IV, Section VI above. No elected officer of the Corporation shall serve in the same office for more than three consecutive one-year terms.

Section IV – Resignation

An officer may resign only by submitting a written resignation to the President or to the other Directors.

Section V - Authority and Duties

The Officers shall have the authority and responsibility delegated by the Board, as follows:

(A) The President shall preside at and conduct all meetings of the Board of Directors. The President may sign all contracts and agreements in the name of the Corporation after they have been approved by the Board; attend meetings and discussions with other organizations and agencies as the representative of the Corporation; and otherwise perform all of the duties which are customarily the function of the office, or which are assigned to the President by the Directors.

(B) The Secretary shall see to it that accurate records and minutes are kept of all meetings of the Corporation; shall make available copies of the minutes of the previous meeting and distribute them to the Directors in advance of each meeting; shall deliver all notices of meetings to those persons entitled to vote at such meeting; shall maintain at the office of the Corporation, the Minutes Book of the Corporation, the original or copy of its Bylaws and as amended or otherwise to date, and a current listing, with phone numbers and addresses, of the Directors; and in general, perform all duties incidental to the office of Secretary, and such other duties as from time-to-time may be

assigned to him or her by the Board of Directors. In the absence of the President of the Board of Directors, the Secretary shall preside over meetings of the Board of Directors.

(C) The Treasurer shall oversee the deposit of funds of the Corporation into the proper accounts of the Corporation as, from time to time, may be approved by the Board of Directors; the reconciliation of all receipts and disbursements from such account or accounts; the preparation of the books and records of the finances of the Corporation; the preparation of financial reports of the accounts for each Board meeting and full financial report at the Annual Meeting; the preparation and filing of all end of the year financial reports and federal and state tax reports, and in general, perform all duties incidental to the office of Treasurer, and such other duties as from time-to-time may be assigned to him or her by the Board of Directors. In the absence of the President of the Board of Directors or the Secretary, the Treasurer shall preside over meetings of the Board of Directors.

(D) Other officers elected by the Board shall perform such duties as may be specified by the Board or by officers given authority over them.

ARTICLE VI Board Meetings

Section I - Annual Meeting

The Annual Meeting of the Corporation shall be held at such date and time as may be determined by the Board of Directors. The Annual Meeting shall be held at least 30 days in advance of the beginning of the Corporation's fiscal year, which is 1 July through 30 June.

Section II - Regular Board Meetings

Regular meetings of the Board shall be held four times a year and may be scheduled more often by the President.

Section III - Special Meetings

Special meetings of the Board shall be held at any time and at any place when called by the President or by at least three Directors. Business transacted at a special meeting shall be confined to the purposes of the meeting stated in the notice of the meeting.

Section IV - Notice of Meetings

Notice of the annual meeting or regular Board meetings shall be deemed given when the meeting schedule is agreed upon by the Board of Directors. Notice of any special meeting shall be given by written notice delivered personally, or sent by facsimile, electronic mail or regular mail to each Director's business, residence address or electronic mail address at least 48 hours prior to the meeting.

Notwithstanding any other provision of these Bylaws, whenever notice of any meeting for any purpose is required to be given to any Director under provisions of Maryland Law or these Bylaws, a waiver thereof in writing signed by the Director entitled to said notice, whether before or after the time stated therein, shall be the equivalent to the giving of such

notice. A Director who attends a meeting shall be deemed to have had timely and proper notice of the meeting unless he attends for the purpose of objecting the transaction of any business because the meeting is not lawfully called or convened.

Section V – Quorum

At meetings of the Board of Directors, a quorum shall consist of fifty percent of the serving Directors. If less than a majority of the Directors are participating in a scheduled meeting, a majority of the Directors present may adjourn the meeting to a different time without further notice.

Section VI – Voting

Except as otherwise provided in these bylaws, resolutions of the Board of Directors shall be passed by a vote of a majority of the voting members present at a quorum. Each Director shall have one vote.

Section VII – Remote Participation

Members of the Board of Directors may participate in a meeting by means of a conference telephone or similar communication equipment with video capacity so long as all persons participating in the meeting can hear each other at the same time. Participation in a meeting by those means shall constitute presence in person at the meeting.

Section VIII – Informal action by Directors

Any action required or permitted to be taken at any meeting of the Board of Directors may be taken without a meeting, if written consent to such action is obtained from and signed by each Director and such written consent is filed with the minutes of proceedings of the Board of Directors. Written consent may be given by electronic means of communication.

ARTICLE VII Committees

Section I – Committees

The Board of Directors may create committees with such powers as it may deem wise to have. The President shall appoint a person to chair and persons to serve on each of those committees, including persons who are not Directors of the Corporation. All such appointments must be approved by the Board prior to the appointment or be ratified by the Board at the next meeting. Except as otherwise specified, appointments to the committees of the Board shall be for a term of one year and may be renewed thereafter, from year to year, without limitation.

Section II - Executive Committee

The Executive Committee shall consist of the President, Secretary, Treasurer and such additional members of the Board of Directors as shall be selected and appointed to the Committee by the President. The Executive Committee shall develop recommendations with respect to various matters pertaining to the affairs of the Corporation and shall report such recommendations to the Board of Directors for action. In instances in which special

circumstances require expedited action between meetings, the Executive Committee shall have power to take necessary actions, subject to any limitation imposed by the Board of Directors. The minutes of the Executive Committee shall include a summary of the circumstances requiring any expedited action taken by the Executive Committee and the minutes, in writing, shall be submitted to the Board of Directors.

Section III - Nominating Committee:

(A) Membership: The Nominating Committee shall be appointed by the President and approved by the Board of Directors. The Chairperson of this Committee shall be appointed by the President. The Nominating Committee shall consist of at least three members of the Board of Directors. No person shall serve on the Nominating Committee for more than three consecutive years.

(B) Responsibilities: The Nominating Committee shall be responsible for nominating persons to serve as Directors.

(C) Nominating Process: The Nominating Committee shall meet as often as may be necessary during the six months preceding the Annual Meeting of the Board of Directors at which the election of Directors will take place. The Committee shall identify the characteristics and qualifications needed for persons to serve on the Board, as well as the current composition of the Board and the circumstances and needs of the Corporation. The Committee shall conduct such outreach activities as it deems appropriate to identify qualified candidates for consideration for nomination to the Board. These outreach activities shall include but not be limited to, soliciting suggestions for Board from the current members of the Board and from supporting members, if any. From among these candidates, the Committee shall develop a slate of candidates for presentation to the Board. The Board of Directors shall vote, on the individual candidates included in the slate recommended by the Nominating Committee.

Section IV - Heritage Advisory Committee: The Heritage Advisory Committee shall consist of members of the historical, cultural, and natural resource communities that made our designation as a state-certified and national heritage area possible. Members of this committee will serve in an advisory capacity to the Board of Directors and will be expected to meet twice per year. The President of the Board of Directors will serve as the official Chair of this committee. Members of this committee should include, if possible, at least one representative of each of the following:

- (A) Representatives from the following City agencies:
 - (1) Recreation and Parks
 - (2) Department of Transportation
 - (3) Department of General Services
 - (4) Department of Planning/Commission for Historical and Architectural Preservation
- (B) Baltimore Office of Promotion & the Arts, Inc.
- (C) Fort McHenry National Monument & Historic Shrine
- (D) Greater Baltimore Committee, Inc. (representing the business community)
- (E) Main Streets

- (F) Baltimore City Public Schools
- (G) African-American Heritage Preservation Groups
- (H) Baltimore Heritage, Inc.
- (I) Preservation Maryland
- (J) An historic site other than the National Park Service
- (K) Greater Baltimore Cultural Alliance, Inc.
- (L) The Greater Baltimore History Alliance, Inc.
- (M) Downtown Partnership of Baltimore, Inc.
- (N) Visit Baltimore
- (O) Living Classrooms Foundation
- (P) Parks and People Foundation
- (Q) Ex-Officio:
 - (1) Mayor;
 - (2) City Council President

The Committee shall further seek to assure that the membership of the Board, if possible, is geographically balanced in terms of locations within the heritage area's boundary where the Board members live or work; is inclusive of persons of various ethnic, racial, linguistic and cultural backgrounds, and is non-partisan. Membership in this Committee shall not be limited to those listed above and may include anyone interested in the mission of the Corporation.

Section V - Development Committee

The Development Committee is tasked with determining a fund raising strategy and plan with the goal of diversifying the Corporation's revenue streams.

Section VI - Marketing Committee

The task of the Marketing Committee is to develop a marketing strategy and plan for the Corporation.

Section VII - Additional Standing Committees

The Board may establish such Standing Committees as it may determine are appropriate for the conduct of the business of the Corporation. Each Committee shall include at least two members of the Board of Directors and may include persons who are not members of the Board. Members of the Standing Committees shall be appointed by the President and approved by the Board of Directors.

Section VIII - Special Committees

The President and /or the Board of Directors may establish Special Committees as they shall determine are necessary for the functioning of the Corporation. Each Special Committee shall be given a specific charge and term.

ARTICLE VIII Executive Director and Other Staff

Section I. Executive Director

- A. The Board of Directors shall appoint/employ an executive director with a title appropriate to the functions of the office; that title shall be Executive Director.
- B. Delegation of Authority. The Board of Directors may delegate duties and customary authority to the Executive Director and staff of the Corporation. The duties and authority delegated shall be as stated in a written job description. In general, the Executive Director shall be responsible for the day-to-day management of the business and administrative affairs of the Corporation.
- C. The Executive Director may execute in the name of the Corporation, deeds, mortgages, bonds, contracts, and other instruments authorized by the Board of Directors, except in cases where the execution thereof shall be expressly delegated by the Board of Directors to some other officer or agent of the Corporation.
- D. The Executive Director shall implement the Board of Directors' policies and advise the Board of Directors on issues affecting the Corporation.
- E. The Executive Director shall be subject to hire and termination by the Board of Directors. The Board shall determine the salary, benefits or other compensation to be provided to that individual.
- F. Board Participation. The Executive Director shall attend and participate in meetings of the Board of Directors and of committees as staff to the Board and committees but shall not be entitled to vote. The Executive Director may designate other staff members to provide staff support to committees of the Board.
- G. The Executive Director shall perform or cause to have performed on behalf of the Secretary and/or Treasurer such administrative duties as are required to record, transcribe, prepare, file, and transmit minutes and other records of the Corporation and as are required to receipt, deposit, disburse, and account for funds of the Corporation.

Section II. Other Staff

- A. It shall be the responsibility of the Executive Director to determine staffing needs based upon a fiscal year budget approved by the Board of Directors.
- B. It is the responsibility of the Executive Director to hire, supervise, and when necessary, terminate, other staff as necessary.

ARTICLE IX Bank Accounts

Section I - Deposits and Withdrawals

The Treasurer of the Corporation or a designee designated by the Board of Directors shall have authority to deposit any funds of the Corporation in such banks or trust companies designated by the Board of Directors. The Treasurer of the Corporation or a designee designated by the Board of Directors, shall have authority to withdraw any or all of the funds of the Corporation deposited in any bank or trust company, upon checks, drafts or other instruments or orders for payment of money, drawn against the account or in the name or behalf of the Corporation, and made and or signed by such officers or agents, in accordance with the annual budget approved by the Board of Directors.

Section II - Checks and Drafts

All checks, drafts or other orders for the payment of money, notes or other evidence of indebtedness issued in the name of the Corporation in the ordinary course of business shall be signed by such officer or officers, agent or agents of the Corporation as approved by the Board of Directors. In the event that the Board of Directors fails to designate the persons by whom checks, drafts and other instrument or orders for the payment of money in the ordinary course of business shall be signed, as hereinabove provided in this Section, all of such checks, drafts and other instruments or orders for the payment of money shall be signed by the President or his designee and countersigned by the Treasurer.

ARTICLE X Contracts

The Board of Directors may authorize any officer or agent of the Corporation to enter into any contract or to execute and deliver any instrument in the name of and on behalf of the Corporation and such authority may be general or confined to specific instances.

ARTICLE XI Corporate Seal

Section I – Seal

The Board of Directors may provide a suitable seal, bearing the name of the Corporation, which shall be in the charge of the Secretary. The Board of Directors may authorize one or more duplicate seals and provide for the custody thereof.

Section II - Affixing Seal

Whenever the Corporation is required to place its corporate seal to a document, it shall be sufficient to meet the requirements of any law, rule or regulation relating to a corporate seal to place the word “(SEAL)” adjacent to the signature of the person authorized to execute the document on behalf of the Corporation.

ARTICLE XII

Use of Income: Loans to Officers, Trustees, or Employees

Section I

No part of the income or assets of the Corporation shall be distributed to any of its directors or officers during the life of the corporation or upon its dissolution or final liquidation. Nothing in this section, however, shall be construed to prevent the payment of reasonable compensation for expenses to directors or officers of the Corporation in amounts approved by the Board of Directors.

Section II

The Corporation shall not make loans to its directors, officers or employees. Any director who votes for or assents to making of a loan or advance to an officer, director or employee of the Corporation, and any officer who participates in making of such loan or advance, shall be jointly and severally liable to the Corporation for the amount of such loan until the repayment thereof.

ARTICLE XIII

Non-Political Nature of Corporation

The Corporation and its directors, officers and employees as such shall not contribute to or otherwise support or assist any political party or candidate for public office in the name of the Corporation.

ARTICLE XIV

Conflict of Interest

Section I: Duty of Care, Loyalty, & Obedience

- A. All members of the Board of Directors shall exercise that same care that a reasonable person, with similar interests, acumen and sensibilities, would exercise under similar circumstances at all times. A Director, an officer or agent will undertake to understand all, or substantially all of the consequences of their actions or the omissions of their actions.
- B. No officer, Director, or agent shall engage in, or condone, any conduct that is disloyal, disruptive, or damaging to, or competes with the Corporation. No officer, Director, or agent shall take any action, or establish any interest, that compromises his/her ability to represent the Corporation's best interest.
- C. No officer, Director, or agent shall disobey a duly approved decision of the Board of Directors.

- D. All members of the Board of Directors, all officers of the Corporation and agents of the Corporation are hereby bound by a fiduciary duty to the Corporation. All members of the Board of Directors, all officer of the Corporation and all agents shall exercise their fiduciary duty at all times, especially when making a decision on behalf of the Corporation.

Section II: Conflict of Interest

- A. Definition. A Conflict of interest does exist when a matter to be acted upon by the Board of Directors confers a direct, substantial benefit to any Director of the Board, or business or agency from which such a Director derives an income or has authority in governance.
- B. Conflict of Interest Policy. The Board shall adopt a Conflict of Interest Policy consistent with the recommended policy provided by the IRS in Instructions for Form 1023.

Section III: Voting on Issues Before the Board

Any Board member, officer, employee or Committee member who may have a personal or pecuniary interest in a contract, grant or other transaction or determination presented to the Board of Directors or a Committee of the Corporation for recommendation, authorization, approval or ratification shall give the Board notice of such interest. The individual shall give full and frank disclosure of his or her interest prior to the Committee or Board acting on the issue. If a conflict is deemed to exist, such person shall not vote on, nor use his or her personal influence, nor participate (other than to present factual information or to respond to questions) in the discussions or deliberations with respect to such contract, grant, transaction or determination. Such person may not be counted in determining the existence of a quorum at any meeting where the contract, grant, transaction or determination is under discussion or is being voted upon. The minutes of the meeting shall reflect the disclosure made, the vote thereon, and where applicable, the abstention from voting and participating and whether a quorum is present.

ARTICLE XV

Prohibition Against Issuance of Stock or Payment of Dividends

The Corporation shall have no power to issue any shares or stock or to declare or pay dividends.

ARTICLE XVI

Books, Records of Account, and Finances

Section I

The Corporation shall keep correct and complete books and records of account and shall keep minutes of the proceedings of its Board of Directors and Committees having any of the authority of the Board of Directors, and shall also keep at its principal office a record of the names and addresses of its directors, officers, and employees. All books and records of the Corporation may be inspected by any director entitled to vote, and by the Executive Director or any such director's or officer's agent or attorney for any proper purpose, at any reasonable time.

Section II

The funds of the Corporation shall be deposited in the name of the Corporation in such banks or other depositories as the Board of Directors may elect.

Section III

The fiscal year of the Corporation shall be from July 1 to June 30.

ARTICLE XVII Audit of Financial Transactions

The accounts of the Corporation shall be reviewed or audited when deemed necessary by the Board of Directors. The review or audit shall be conducted at the place where the accounts of the Corporation are normally kept. All books, accounts, financial records, reports, files and all other papers, things, or property belonging to or in use by the Corporation and necessary to facilitate the audit shall be made available to the person or persons conducting the audit, and full facilities for verifying transactions with balances or securities held by depositories, fiscal agents and custodians shall be afforded to such person or persons.

ARTICLE XVIII Indemnification

Section I – Indemnification

The Corporation shall indemnify any current or former Director or officer against liabilities (including judgments, fines and reasonable attorney's fees, costs and expenses) incurred in connection with any actual or threatened action, suit or proceeding, whether civil, criminal, administrative, arbitrate or investigative (any of which is hereinafter referred to as "proceeding"), to which that person may be made a party by reason of being or having been a Director or officer of the Corporation. The Corporation shall not provide indemnification in any proceeding in which the person has been adjudged liable because of willful misconduct, bad faith or gross negligence or in any criminal proceeding, in which the person had reasonable cause to believe the conduct was unlawful (any of which behavior is hereinafter referred to as "misfeasance"), provided, however, that even if found to have committed misfeasance, the person shall be entitled to indemnification as may be

finally ordered by a court. For any proceeding won by or in the right of the Corporation, the Corporation will not provide indemnification if the Director or officer shall have been adjudged to be liable to the Corporation.

In the event of the disposition of any proceeding in which no determination of misfeasance has been made, such indemnity shall be conditioned upon a prior determination that the Director or officer acted in good faith and without misfeasance, and that such payments or obligations are reasonable. Such determination shall be made: (i) by the Board of Directors by a majority vote of quorum consisting of Directors who were not parties to such proceeding, or (ii) by independent legal counsel in a written opinion if such a quorum is not obtainable, or, even if obtainable, if a majority of disinterested Directors so direct. Directors eligible to make any such determination or to refer any such determination to independent legal counsel must act with reasonable promptness when any Director or officer seeks indemnification.

Section II - Expenses Incurred

The Corporation may pay expenses incurred in defending any proceeding in advance of the final disposition of such proceeding, if authorized in the manner set forth in the preceding paragraph, upon receipt of an undertaking by or on behalf of the Director or officer to repay such amount unless it shall ultimately be determined that the person is entitled to indemnification.

Section III – Insurance

The Corporation may purchase and maintain insurance on behalf of any person who is or was a director, officer, employee or agent of this Corporation.

Section IV - Persons Eligible

These provisions of this Article regarding indemnification shall apply to a Director or Officer who may have served at the request of the Corporation and, in all such cases, the heirs, executors and administrators of such Director or Officer.

Section V - Indemnification of Other Agents and Employees

With respect to an employee or agent, other than a Director or Officer of the Corporation, the Corporation may, as determined by and in the discretion of the Board of Directors of the Corporation, indemnify and advance expenses to such employees or agents in connection with a matter to the same extent permitted by and in the same manner as permitted by this Article for Directors and officers.

Section VI - Further Indemnification

The Corporation may further indemnify each Director, Officer, employee or agent in any other manner permitted by law.

Section VII - Effect of Amendment or Repeal

Neither the amendment or repeal of this Article, or the adoption or amendment of any provision of the Bylaws or charter of the Corporation inconsistent with this Article, shall apply to or affect in any respect the applicability of the preceding sections with respect to any act or failure to act which occurred prior to such amendment, repeal or adoption.

ARTICLE XIX Amendment of Bylaws

Section I – Amendments

The Board of Directors, by a vote of two-thirds of the Board present at any meeting at which there is a quorum, shall have the power to alter, amend or repeal any bylaws of the Corporation and to make new bylaws at a regular or special meeting of the Board of Directors provided that notice of the proposed change is given to the Board of Directors, along with the written proposed amendments, at least ten (10) days prior to the meeting at which the amendment is to be considered.

Section II – Severability

In the event any portion of these Bylaws is subsequently rendered invalid by act of the General Assembly of Maryland, those portions hereof which are not affected by such legislation shall remain in full force and effect until and unless altered or repealed in accordance with the provisions, and each provision shall be enforced to the extent permitted by law.

ARTICLE XX Miscellaneous Provisions

Section I - Annual Report

The President or other executive officer of the Corporation may prepare or cause to be prepared annually a full and correct statement of the affairs of the Corporation, including a balance sheet and a statement of the results of operations for the preceding fiscal year, which shall be submitted at the annual meeting of the Directors and filed within 20 days thereafter at the principal office of the Corporation in the State of Maryland.

Section II – Bonds

The Board of Directors may require any officer, agent or employee of the Corporation to give a bond to the Corporation, conditioned upon faithful discharge of his duties, with one or more sureties and in such amount as may be satisfactory to the Board of Directors.

Section III – Nondiscrimination

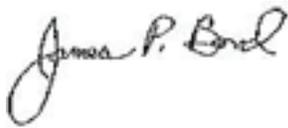
The organizations, officers, directors, employees and persons served by this Corporation shall be selected in a non-discriminatory manner with respect to age, sex, race, color, national origin, sexual orientation and political or religious opinion or affiliation.

ARTICLE XXI Dissolution

Upon the dissolution of the Corporation, assets shall be distributed for one or more exempt purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for public purpose. Any such assets not so disposed of shall be disposed of by a Court of Competent Jurisdiction in Baltimore City, exclusively for such purposes or to such organization or organization, as said Court shall determine, which are organized and operated exclusively for such purposes.

CERTIFICATION

I, James Bond, certify that at a regularly called meeting of the Board of Directors of the Baltimore Heritage Area Association, Inc., on the _____ day of _____, 2011, the foregoing Bylaws were duly adopted, all Board members being present and unanimously voting in favor thereof; that they have not since that time been amended; and that they are presently the Bylaws of the Corporation.



President's Signature

James Bond
Printed Name

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HERITAGE RESOURCE DESCRIPTION	HERITAGE RESOURCE TYPE												TRAIL/BYWAY STAR ATTRactions								AFFILIATIONS								INTP FRAMEWK					
	Points of Interest	Museums	Sports Venues	Performing Arts Venue	Historic Neighborhoods	Parks/Green Spaces	Cemeteries	Visitor Svcs	Trails and Byways	Events/Cultural Resources	Heritage Walk	Cultural Walk	Penn Ave Heritage	Historic Fell's Point	Market Center	Fed Hill/Sharp-Leadenhall	Charles Street Byway	Auth BMore	Cty Landmark	Nat Hist Landmark	Nat Reg Listing	City Historic Dist	Main Street	Ches Bay Gateway	Endangered MD	Independence (1812)	Seeking Prosperity	Monumental Cty	Freedom for All					
City (Recreation) Pier	●												●			●								●							1713 Thames St.			
Clarence M. Mitchell, Jr. (Baltimore City) Courthouse																														100 N. Calvert St.				
Coca-Cola Baltimore Branch Factory																														1215 Fort Ave.				
Continental Trust Company Building																														201 E. Baltimore St.				
Crimea House, Chapel and Stables																														1901 Eagle Dr.				
Cross Street Market	●																													1065 S. Charles St.				
Cummins Memorial Church																														1210 W. Lanvale St.				
Cyburn Arboretum	●																													4915 Greenspring Ave.				
Cyburn House																														4915 Greenspring Ave.				
D'Alesandro House																														245 Albenmarle St.				
David Bachrach House																														2406-2408 Linden Dr.				
David Hall (College of Medicine of Maryland)	●																													522 W. Lombard St.				
Defender's Day																																		
Dickeyville Historic District																																		
Divine Mission Apostolic Church																																1 N. Fulton St.		
Dorghu Memorial United Methodist Church																															Scott and Carroll Sts			
Douglas Mem. Community Church (Madison Ave. M.E. Church)	●																														1325 Madison Ave.			
Douglass Place	●																														516-524 S. Dallas St.			
Dr. John E.T. Camper House																															639 N. Carey St.			
Druid Hill Park																																		
Druid Hill Park Historic District																																		
East Monument Historic District																																		
East Monument Main Street																																		
Eastern Avenue Pumping Station																																751 Eastern Ave.		
Ebenezer AME Church	●																															18, 20, 30 W. Montgomery St.		
Edgar Allen Poe House	●																															203 Amity St.		
Elks Lodge	●																															1528 Madison Ave.		
Elmer V. McCollum House																																2301 Monticello Rd.		
Emmanuel Episcopal Church	●																															811 Cathedral St.		
Engine House No. 6 (Baltimore City Fire Museum)																																416 N. Gay St.		
Engine House No. 8																																1027 W. Mulberry St.		
Enoch Pratt Free Library	●																															400 Cathedral St.		
Equitable Building																																		
Equitable Gas Works																																		
Erianger Buildings																																		1401 Severn St.
Etting Cemetery																																	519-531 W. Pratt St.	
Eubie Blake National Jazz Institute and Culture Center																																	1500 W. North Ave.	
Eutaw Place Baptist Church																																	847 N. Howard St.	
Eutaw Place/Madison Avenue Historic District																																	327 Dolphin St.	
Evergreen on the Falls																																	3300 Falls Rd.	
Everyman Theater																																	1727 N. Charles St.	
Falls Road Scenic Byway																																		
Faust Brothers Building																																		
Federal Hill																																		307-309 W. Baltimore St.

HERITAGE RESOURCE DESCRIPTION	HERITAGE RESOURCE TYPE											TRAIL/BYWAY STAR ATTRactions							AFFILIATIONS								INTP FRAMEWK				ADDRESS						
	Points of Interest	Museums	Sports Venues	Performing Arts Venue	Historic Neighborhoods	Parks/Green Spaces	Cemeteries	Visitor Svcs	Trails and Byways	Events/Cultural Resources	Heritage Walk	Cultural Walk	Penn Ave Heritage	Historic Fell's Point	Market Center	Fed Hill/Sharp-Leadenhall	Charles Street Byway	AUTH BMORE	CITY LANDMARK	NATL HIST LANDMARK	NAT REG LISTING	CITY HISTORIC DIST	MAIN STREET	CHES BAY GATWAY	ENDANGERED MD	Independence (1812)	Seeking Prosperity	Monumental Cty	Freedom for All								
Grace and Saint Peter's Church	●										●						●													707 Park Ave.							
Grace-Hampden Methodist Episcopal Church	●										●						●													1014 W. 36th St.							
Grand Masonic Temple	●										●						●													221-227 N. Charles St.							
Guntner Brewing Company																														O'Donnell and Conking Sts.							
Gwynn's Falls Park						●																															
Gwynn's Falls Trail						●																															
H. F. Miller & Son Tin Box and Can Manufacturing Plant	●																													2601 N. Howard St.							
H.L. Mencken House	●																													1524 Hollins St.							
Hampden Historic District					●																																
Hans Schuler Studio and Residence																															5 E. Lafayette St.						
Hansa House	●																													11 S. Charles St.							
Harford Commons (William Fuld Company)																														1508 Harford Ave.							
Hecht Company Building																															118 N. Howard St.						
Heiser, Rosenfeld and Strauss Building																															32-42 S. Pecca St.						
Hendler Creamery																															1100 E. Baltimore St.						
Henry August Rowland House																															915 Cathedral St.						
Heritage Walk																																					
Highlandtown Arts and Entertainment District					●																																
Highlandtown Main Street																																					
Hippodrome Theater																																					
Historic Fell's Point Trail																																					
Historic Jonestown																																					
Historic National Road																																					
Historic Pennsylvania Avenue																																					
Historic Ships in Baltimore																																					
Hollingsworth-Steele House																																					
Hollins Market																																					
Hollins-Roundhouse Historic District																																					
Holy Cross Roman Catholic Church																																					
Home of the Friendless																																					
Homewood House Museum (Johns Hopkins University)																																					
Hotel Kerman (Congress Hotel)																																					
Howard Street Tunnel																																					
Hutzler's Palace Building																																					
Hutzler's Tower Building																																					
Ideal Savings and Loan																																					
Inner Harbor																																					
Ira Ramsen House																																					
Irish Shrine and Railroad Workers Museum																																					
James E. Hooper House																																					
James Lawrence Kerman Hospital																																					
Jewish Museum of Maryland																																					
John Latrobe House																																					
Johnny Eck House																																					

HERITAGE RESOURCE DESCRIPTION	HERITAGE RESOURCE TYPE												TRAIL/BYWAY STAR ATTRactions								AFFILIATIONS								INTP FRAMEWK				ADDRESS				
	Points of Interest	Museums	Sports Venues	Performing Arts Venue	Historic Neighborhoods	Parks/Green Spaces	Cemeteries	Visitor Svcs	Trails and Byways	Events/Cultural Resources	Heritage Walk	Cultural Walk	Penn Ave Heritage	Historic Fell's Point	Market Center	Fed Hill/Sharp-Leadenhall	Charles Street Byway	Auth Bmore	City Landmark	Nat'l Hist Landmark	Nat Reg Listing	City Historic Dist	Main Street	Ches Bay Gateway	Endangered MD	Independence (1812)	Seeking Prosperity	Monumental City	Freedom for All								
Johns Hopkins Hospital Complex	●																														601 N. Broadway						
Johns Hopkins University																															3400 N. Charles Street						
Johnston Building																															26-30 S. Howard St.						
Jones Falls Trail																																					
Jonestown Historic District																																					
Kresge Building																															117 W. Lexington St.						
L. Frank and Son Building																															407 W. Baltimore St.						
Lacrosse Museum and National Hall of Fame																															113 W. University Pky.						
Lake Drive Apartments																															903 Druid Park Lake Dr.						
Latrobe Park																															1021 Leadenhall St.						
Leakin Park																																					
Leele Academy	●																														1627 Aliceanna St.						
Lexington Market	●																														400 W. Lexington St.						
Liberty Garden	●																																				
Lighthouse Chesapeake	●																															Piers 3, Inner Harbor					
Lillie Carroll Jackson House Museum	●																															1320 Eutaw Pl.					
Lion Brothers Company Building																																875 Hollins St.					
Little Italy																																					
Little Montgomery Street Historic District																																					
Lloyd Street Synagogue	●																																11 Lloyd St.				
Locust Point Historic District																																					
Lofts Historic District																																					
Lombard Street Bridge																																					
Londontown Manufacturing Company																																					
Lord Baltimore Hotel																																			3600 Clipper Mill Rd.		
Lovely Lane Methodist Church	●																																	20 W. Baltimore St.			
Lovely Lane Museum & Archives																																		2200 St. Paul St.			
Lyric Opera House																																		2200 St. Paul St.			
M&T Bank Stadium																																		124 W. Mt. Royal Ave.			
Macedonia Baptist Church	●																																	1101 Russell St.			
Macht Building																																		718 W. Lafayette Ave.			
Madison Park Historic District																																		11-13 E. Fayette St.			
Market Center Historic District																																					
Maryland Historical Society																																				201 W. Monument St.	
Maryland Institute College of the Arts	●																																		1300 W. Mount Royal Ave.		
Maryland Science Center																																			601 Light St.		
Maryland White Lead Works																																			921-979 E. Fort Ave.		
Maryland Zoo																																				Druid Hill Park	
Masjid Al Haqq	●																																			514 Islamic Way	
Mayfair Theater																																				506 N. Howard St.	
McKim Free School	●																																			1120 E. Baltimore St.	
Mercantile Safe Deposit and Trust Building	●																																			202 E. Redwood St.	
Merchant House	●																																				1732 Thames St.

HERITAGE RESOURCE DESCRIPTION	HERITAGE RESOURCE TYPE												TRAIL/BYWAY STAR ATTRactions										AFFILIATIONS								INTP FRAMEWK				ADDRESS	
	Points of Interest	Museums	Sports Venues	Performing Arts Venue	Historic Neighborhoods	Parks/Green Spaces	Cemeteries	Visitor Svcs	Trails and Byways	Events/Cultural Resources	Heritage Walk	Cultural Walk	Penn Ave Heritage	Historic Fell's Point	Market Center	Fed Hill/Sharp-Leadenhall	Charles Street Byway	Auth Bmore	City Landmark	Nat Hist Landmark	Nat Reg Listing	City Historic Dist	Main Street	Ches Bay Gateway	Endangered MD	Independence (1812)	Seeking Prosperity	Monumental City	Freedom for All							
Sphinx Club	●																																2115 Pennsylvania Ave.			
Sports Legends Museum at Camden Station		●																														301 W. Camden St.				
Standard Oil Building																																501 St. Paul St.				
Star-Spangled Banner National Historic Trail																																				
Star-Spangled Banner Scenic Byway																																				
Station North Arts and Entertainment District																																				
Steam Tug <i>Baltimore</i>																																	1415 Key Hwy.			
Stewart's Department Store																																	226-232 W. Lexington St.			
Stieff Silver Company Factory																																	800 Wyman Park Dr.			
Stone Hill Historic District																																	100-102 N. Greene St.			
Swiss Team Laundry Building																																	211 E. Pleasant St.			
Terminal Warehouse																																	3706 Nortonia Rd.			
The Mount																																	1 W. Mount Vernon Pl.			
Thomas-Jencks-Gladding House																																	1632 Division St.			
Thurgood Marshall's Childhood Home																																	1600 Druid Hill Ave.			
Trinity Baptist Church																																	311-313 W. Baltimore St.			
Turnbill Building																																	509-511 W. Lombard St.			
Turner-White Casket Company Building																																	612-614 S. Wolfe St.			
Two Sisters Wooden Artisan Houses																																	655 W. Lombard St.			
UM School of Nursing Living History Museum																																	1219 Druid Hill Ave.			
Union Baptist Church																																				
Union Square Historic District																																				
United States Custom House																																			40 S. Gay St.	
United States Parcel Post Station																																		1501 St. Paul St.		
Upper Fell's Point Historic District																																				
Upton Mansion																																			811 W. Lanvale St.	
Upton's Marble Hill Historic District																																				
USCGC <i>Taney</i>																																				
USS <i>Constellation</i>																																				
USS <i>Torsk</i>																																				
Walters Art Museum																																				
Walters Bath House No. 2 and Engine House #10																																				
War Memorial																																				
Washington Hill Historic District																																				
Washington Monument																																				
Washington Monument Lighting																																				
Washington-Rochambeau National Historic Trail																																				
Waverly Historic District																																				
Waverly Main Street																																				
Waverly Town Hall																																				
Wells and McComas Monument																																				
Westminster Presbyterian Church and Cemetery																																				
Westside Superblock																																				
Wilkins-Robins Building																																				

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Baltimore National Heritage Area

Reconnaissance of Representative Heritage Area Interpretive Sites



Fall 2012

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Reconnaissance of Representative Heritage Area Interpretive Sites

As part of the management planning process, a small study team was assigned to visit sixteen representative Baltimore National Heritage Area partner sites to observe conditions that visitors would encounter and would affect the quality of visitor experience. This Site Reconnaissance was conducted October 10-12, 2012.

Study team members were David Guiney, a senior interpretive planner, Interpretive Direction LLC; and Ruth Bielobocky, a senior graphic designer and marketing specialist, IonDesign LLC. Jason Vaughan, the Heritage Area's director of historic preservation and interpretation, participated in some of the visits and assisted in setting the parameters for the reconnaissance.

The list of sites selected by Heritage Area staff represent a broad cross section of partner sites in the city. Most were located in or near downtown. A few were in outlying parts of the city.

The reconnaissance represents a snapshot of the designated partner sites more than a decade after the establishment of the state-designated Baltimore City Heritage Area, and five years after completion of the 2007 Management Plan Update. The study team consultants were not familiar with these sites, so they were able to see them with fresh eyes and offer perspectives that might be in line with those of first-time visitors.

The study team used maps and GPS devices to find the sites. They walked or drove to all sites. They had to find parking, identify building entrances, and attempt to get oriented using whatever means sites offered—signs, exhibits, brochures, and speaking with receptionists or docents.

Team members spent roughly 1 to 1-1/2 hours at each site. They focused on observing four categories of data at each site. These are listed and described below. All categories affect visitor experience.

The data reports that follow record observations in each category. For the most part the reconnaissance was intended to observe and report site conditions, facilities, and services, but the reports also include a few specific recommendations.

Reports are based on notes taken at the sites, as well as photographs taken of monuments, buildings, interpretive media, programs, and site details. For each site about forty-five images were post-processed and selected as deliverables for the reconnaissance project. This report displays two representative photos for each site; the balance of the photos will be for the use of Heritage Area staff for media development, marketing, and other uses.

The reconnaissance does not purport to be a complete or comprehensive evaluation of sites. The site visits were limited to one day, and there were limited opportunities to consult with site managers, partners, and visitors. However, it was a useful way for the planning team to become more familiar with the Heritage Area and the needs of visitors and partners. It provided the Heritage Area staff with a fresh, unbiased evaluation of current visitor experience.

The study team members have decades of experience in working with heritage sites, and units of the National Park System in particular. In a debriefing meeting with Heritage Area staff, the study team discussed ideas for improvements in visitor experience at individual sites. Specific recommendations are not part of the scope of this Reconnaissance.

Category 1

Identification and Visitor Orientation

The study team looked for how the site presented itself to visitors, especially those coming for the first time. Would the site be readily identifiable? Would they be able to understand what the site had to offer and how to navigate through the site? Would they learn why the site was significant? Site-related features studied included web site pages, directional signs, signs listing hours of operation, site identification signs, identification plaques, site maps or floor plans, orientation exhibits, and banners.

Category 2

General Visitor Services

Visitors need to have certain basic needs met before they can fully enjoy and appreciate heritage sites. They need to have access to the site, know that they are safe, feel comfortable with their physical surroundings, and feel welcomed by staff. In this category the team examined site features and services that meet these needs, including parking, handicapped accessibility, rest rooms, food/beverage service, gift/book shops, and the availability of staff to meet, greet, and answer questions.

Category 3

Interpretive Media and Programs

The significance of heritage sites is revealed through interpretive media and programs. Visitors are aided in discovering their own personal meanings in this way. Interpretive media include web pages, interpretive signs, wayside exhibits, museum exhibits, films, posters, computer interactives, models, dioramas, historic furnishings exhibits, brochures, and books. Programs include tours, lectures, evening programs, dramatic presentations, concerts, special events, workshops, and classes.

Category 4

Connections to the BNHA Thematic Framework

The site reconnaissance provided an opportunity to test the usefulness and relevance of the new Heritage Area Thematic Framework. For each site studied, team members selected three Heritage Area subthemes that seemed most strongly connected to the site's significance. They are listed in priority order. Most sites have multiple themes, and not all can be mentioned. The choices listed are subjective, and obviously not comprehensive. In the coming years, as partner sites continue their development, it will be possible to link all sites to themes, and make it possible to easily direct visitors to sites which match their interests.

Reconnaissance of Representative Heritage Area Interpretive Sites

1		Babe Ruth Birthplace Museum 216 Emory Street
2		Baltimore Civil War Museum at President Street Station 601 President Street
3		Baltimore Museum of Industry — BMI 1415 Key Highway
4		Baltimore Street Car Museum 1901 Falls Road
5		Bromo Seltzer Arts Tower 21 S. Eutaw Street
6		Carroll Mansion 800 E. Lombard St.
7		Cylburn Arboretum 4915 Greenspring Ave.
8		Eubie Blake National Jazz Center 847 North Howard St.
9		G. Krug & Son 415 W. Saratoga St.
10		Great Blacks in Wax Museum 1601-03 East North Ave.
11		Mount Clare Museum House 1500 Washington Blvd.
12		Phoenix Shot Tower 801 E. Fayette St.
13		Rawlings Conservatory Druid Hill Park
14		Sports Legends Museum at Camden Yards 301 W. Camden Street
15		Washington Monument - Mt. Vernon Place 699 N. Charles St.
16		Westminster Burying Ground 519 W. Fayette St.

1

Babe Ruth Birthplace Museum

216 Emory Street



Principal Subthemes from the
Baltimore National Heritage Area
Thematic Framework

3G A Sporting Town

3I Living Traditions

2G Roots of Education

Primary Recommendations

Focus interpretation on Babe's birth and origins in Baltimore, deferring to the Sports Legends Museum to tell the rest of the Babe Ruth story in more detail.

Identification and Orientation

The Babe Ruth birthplace is tucked away on a side street, but is well marked. Banners along Pratt Street announce the site. Bunting and a banner on the building aid in identification. An historic site plaque on the building provides data on the site's significance. A portable sign on the sidewalk calls attention to the entrance and provides hours. Visitors must search a little to identify the entry door. The building is also identified as the Orioles Museum which may be obsolete. There is no obvious orientation exhibit at the entry, but there is an information desk.

General Visitor Services

A parking area on Pratt Street is earmarked for museum visitors and clearly labeled. There are unisex rest rooms on the first and second floors. There are not many places to sit or rest. Accessibility may be an issue since there are steps at the front door, and stairways inside. The gift shop/bookstore is small, but very accessible when entering or leaving. The site does not offer food or drinks, but there are restaurants in the area.

Interpretive Media and Programs

The plaque on the front of the building provides a first layer on information which visitors can use to determine their interest in entering the museum and paying admission. The look and feel of the exhibits inside is eclectic and appears to incorporate design elements from different periods of development. A donor exhibit occupies a large central space. An exhibit featuring large display type with the Babe's many nicknames is a memorable low-tech exhibit. The building features furnished rooms with reader rails, as well as traditional museum cases and panels. There are issues related to glare on exhibit surfaces.

Baltimore National Heritage Area
Reconnaissance of Representative Heritage Area Interpretive Sites

Site Photographs

Babe Ruth Birthplace Museum



Baltimore Civil War Museum at President Street Station

601 President Street



Principal Subthemes from the
Baltimore National Heritage Area

Thematic Framework

4E Civil War in Baltimore

3C Rails and Roads

3B Architecture and Monuments

Primary Recommendations

Develop a more consistent and coherent approach to exhibit design, set limits on museum content, and focus more attention on interpreting the railroad station.

Identification and Orientation

The Civil War Museum is within close reach of the Inner Harbor. The building is hemmed in by taller buildings which make it difficult to understand its original configuration and function of the station. This is a highly significant site in Baltimore, tied to many Heritage Area themes. A CHAP sign provides the significance at the entry. A cast plaque in the entryway provides additional historical data. The floor plan is not easy to comprehend. Partner affiliations are posted at the door. Rear doors do not open. A Civil War Trails exhibit on the street corner provides additional context.

General Visitor Services

Parking is limited on the street, and the best option for motorists is a nearby garage. Rest rooms are available, but no food or beverages. The interior space is crowded. There is an abundance of interesting content, but it can be hard to get around inside, especially when a group is visiting. A docent or staff member is available to answer questions upon entering or leaving. There is a gift/book shop area.

Interpretive Media and Programs

Interpretive media in the building reflects a wide variety of approaches and levels of quality. The site might benefit from a unified design that creates a more orderly and coherent visitor experience. The historic photos of the building during many historic periods are very instructive. An exhibit featuring an historic aerial view of the harbor and the two principal train stations is especially effective. The architecture of the station and phases of restoration are not prominently interpreted, and signify a lost opportunity. Although there is a small video on a monitor, a larger mini theater show would be more effective.

Site Photographs

Baltimore Civil War Museum at President Street Station





Principal Subthemes from the Baltimore National Heritage Area

Thematic Framework

3D Firsts in Business and Industry

2E New Enterprise

2F Rise of Labor Unions

Primary Recommendations

Maintain high quality of exhibit design and interactive opportunities for visitors. Identify the museum's main building and entrance more clearly. Increase light levels in the cannery.

Identification and Orientation

The museum located on Key Highway is an easy destination along the south side of the Inner Harbor, especially for visitors traveling to/from Fort McHenry. Large signs on BMI's tall buildings attract attention, as well as a large crane bearing an American flag. Hours are posted. Since there are two large buildings on the property, there might need to be clearer identification of which one is the museum. An orientation exhibit just inside the door establishes the theme of the museum. Orientation assistance is available at the front desk. Printed information on its many programs are also available there as well as online.

General Visitor Services

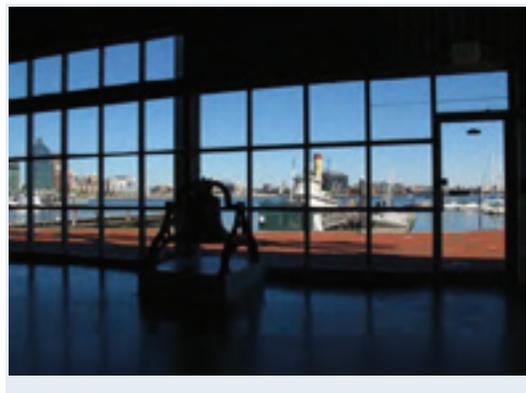
The parking lot along the harbor offers plenty of parking in a scenic environment—a very attractive feature so close to the city. Staff are available to provide any assistance needed. Rest rooms and water are available. There is no food service, but there are restaurants and fast food nearby. The museum offers a dining room for groups who bring their own lunches, and the BMI also caters events. Considering the nature of the subject matter, this industrial museum is very safe. Demonstrations are well supervised and where needed safety glasses are provided. Visitors are made to feel welcome, and docents are well informed.

Interpretive Media and Programs

The BMI's interpretive program falls within the Heritage Area Thematic Framework, and its exhibits help interpret the industrial and retail developments that made Baltimore a great city. Exhibit design is professional throughout, and galleries continue to evolve. Exhibits do not mask the architecture of the cannery building. Information in exhibits is layered to make comprehension of major ideas more effective. Light levels in the canning exhibit are lower than necessary. Exhibits are designed with generous circulation space to better accommodate visitors, especially school groups.

Site Photographs

Baltimore Museum of Industry — BMI



Baltimore Street Car Museum

1901 Falls Road



Principal Subthemes from the
Baltimore National Heritage Area

Thematic Framework

3C Rails and Roads

3D Firsts in Business and Industry

3A Parks and Public Works

Primary Recommendations

Improve visitor entry experience with a paved and clearly marked parking area and introductory wayside exhibits. Extend hours if possible.

Identification and Orientation

The Falls Road site of the museum is now superseded by Interstate 83, giving this place a look and feel of a bygone era. This can be an advantage for the museum, attracting visitors seeking hidden gems in the city. When approaching from central Baltimore, signing is inadequate. There is a banner, but its vertical lettering is indistinct. The entry area is unpaved and has an abandoned look. When approaching from the north visitors can see the graphics on the trolley garage which provide visitor information. Because there are two buildings, it may not be clear where to go upon arrival. There is no historic site plaque.

General Visitor Services

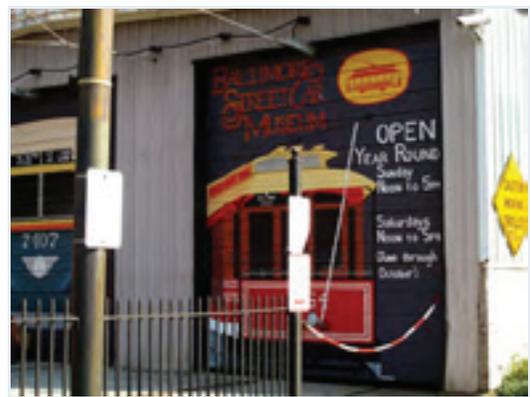
This site is open and operating on a limited basis, weekends only. Rest rooms are available when open. The museum provides food for special group events. There is a gift shop when the building is open. Docents offer personal knowledge of streetcar operations which ended in Baltimore in the 1960s.

Interpretive Media and Programs

Exhibits in the building feature very interesting artifacts and photographs, as well as a model streetcar layout. The exhibit program could benefit from a professional design project which would improve interpretation without losing the historic look and feel. Large photographs would be effective. Many visitors arrive when the buildings are closed, and most of the cars are stored in the garage out of sight. Interpretation could be extended to a daily basis through the use of selected wayside exhibits on the campus.

Site Photographs

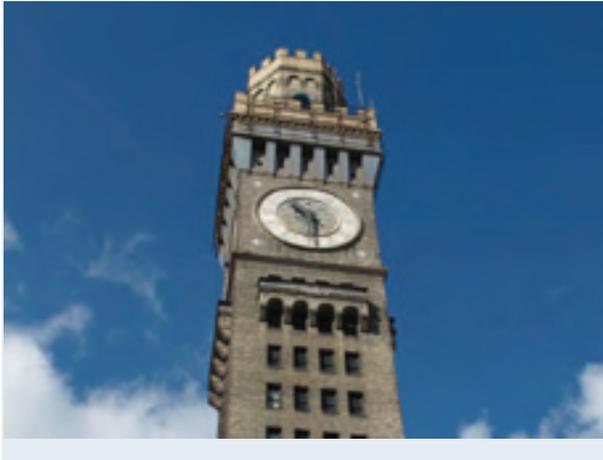
Baltimore Street Car Museum



5

Bromo Seltzer Arts Tower

21 S. Eutaw Street



Principal Subthemes from the
Baltimore National Heritage Area

Thematic Framework

3B Architecture and Monuments

3F Pursuit of Knowledge and Arts

3D Firsts in Business and Industry

Primary Recommendations

Create an exhibit for Baltimore visitors on the first floor that is open daily. Exhibit would incorporate images and artifacts in the site collection, and possibly scale models of the original tower and the current clock room.

Identification and Orientation

The Bromo Seltzer Tower is among the most distinctive and memorable structures in the downtown area. Visitors might expect that such a structure would be open for visitation. At present, it is open only once monthly for guided events. A large sign over the door identifies the building as an Arts Tower, based on its current usage. An historic site plaque provides visitors with the basic historical information. Tile work on the doorstep reads "BROMO SELTZER." Inside the entry there is information on arts programming, but not much guidance or information for visitors who would like to explore the building's history.

General Visitor Services

At present the Tower is dedicated to serving renters who use the small studio spaces on the various floors. Historic elevators are an experience in and of themselves, and the electrical equipment that runs them is visible in the clock room. The first floor is accessible when open. There is limited parking on the street, but ample parking in nearby garages. In the event the historic elevators shut down, there is an emergency stairway.

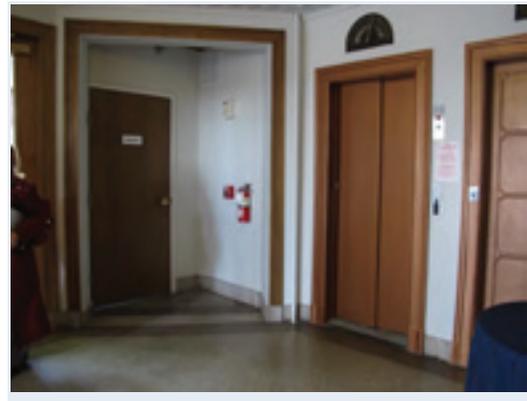
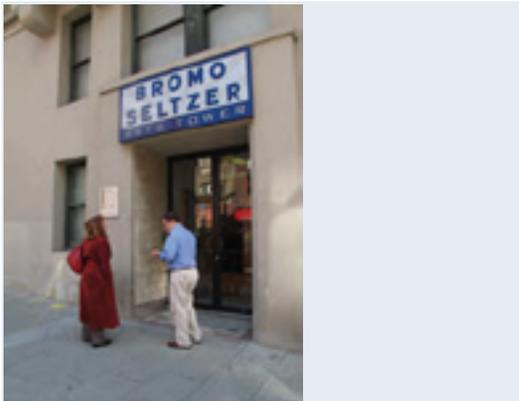
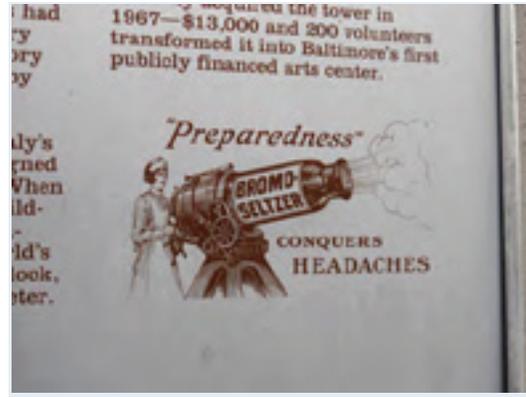
Interpretive Media and Programs

When the building is open for special tours, there is an exhibit room upstairs which offers a number of fascinating images and artifacts highlighting the history of the building, Bromo Seltzer, and founder Isaac Emerson. The clock room tour is well worth the time for a Baltimore visitor, and would have appeal to a wide range of audiences. There are no historically furnished rooms. There is no gift shop. Because the building is so narrow and vertical, there are no good views of it from the site itself. Consideration might be given to placing one or two wayside exhibits at locations nearby that offer good perspectives.

Baltimore National Heritage Area
Reconnaissance of Representative Heritage Area Interpretive Sites

Site Photographs

Bromo Seltzer Arts Tower



Carroll Mansion

800 E. Lombard St.



Principal Subthemes from the
Baltimore National Heritage Area
Thematic Framework

2B Colonial Baltimore

2E New Enterprise

4D Religious Freedom

Primary Recommendations

Remove old wayside exhibits and create a new system that enhances the garden and provides better introduction to the significance of the site.

Identification and Orientation

The Carroll Mansion may be located using its street address, but it no longer has a dramatic approach or setting. Hemmed in by the city and adjoining structure and gardens, it lacks the visibility of a Hampton or Mount Clare. There is a small wood sign at the door, and a few aging wayside exhibits in the adjoining garden. The significance of the building and its owner are not succinctly provided outside. Inside there is an orientation area used by staff and docents with a few handouts. While the building has undergone many changes over time, significant elements of original historic fabric remain, such as the central stairwell.

General Visitor Services

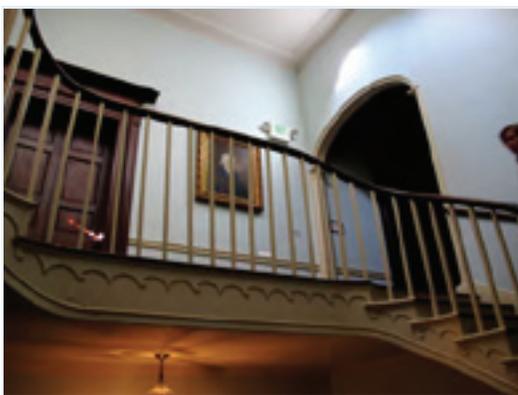
The house has limited visitation hours on weekends, with guided tours only. Additional services are provided as requested for groups, special events, and weddings. There is no gift shop/bookstore in the house. There are accessibility issues as the building has no elevators. Visitors on tours receive accurate information from trained docents. There are a few parking spaces on site, and there is metered parking in the neighborhood in addition to parking garages. Access by public transit is also a good option. The Carroll Mansion provides a feeling of openness and historic elegance which is pleasing for visitors.

Interpretive Media and Programs

The house and location are very significant in the history of Baltimore, Maryland, and the nation. The Carroll family material furnishings and objects are no longer at the site, and obtaining them is not feasible. Therefore, the Carroll Mansion cannot be a typical house tour experience visitors might expect. This can be an advantage in that visitors may have wider access to a very historic architectural setting that can devote its energy to interpreting the history of the site in innovative and dramatic ways. Portraits of Carroll are a powerful presence. The web site is beautifully designed and provides a good overview of the history.

Site Photographs

Carroll Mansion



Cylburn Arboretum

4915 Greenspring Ave.



Principal Subthemes from the
Baltimore National Heritage Area

Thematic Framework

3A Parks and Public Works

3B Architecture and Monuments

3F Pursuit of Knowledge and Arts

Primary Recommendations

Design and produce a comprehensive wayside exhibit system that would provide orientation information, interpretation of the house and gardens, and identification of selected specimen trees and notable plantings.

Identification and Orientation

The arboretum entrance off Greenspring Ave. is elegant and inviting. There is a temporary site identification sign. Hours of operation are clearly posted just inside the gate. A new visitor center is located near the entrance to the formal planting areas and serves as a pedestrian portal to the site. The mansion house is not visible from the visitor center. A road prominently labeled as a "Scenic Drive" is actually closed to motorists. There are currently no exterior or interior exhibits at the VC to define the significance of the site. A bronze plaque by the VC door notes the date of the building and the officials associated with its development.

General Visitor Services

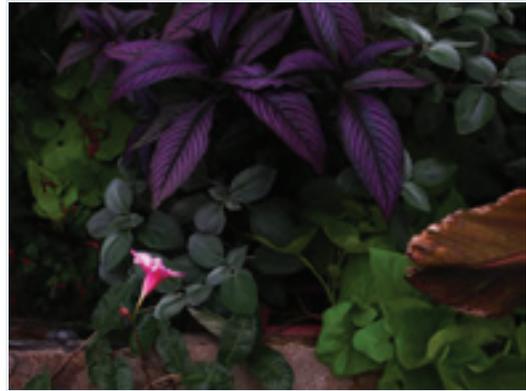
A parking lot is located a short walk from the VC. Inside the VC a handout visitor map of the gardens is provided, and docents are available to welcome visitors and answer questions. Rest rooms feature special composting toilets with interpretive panels explaining how they work and the benefits to the environment. A room is available downstairs for catered events such as weddings. The mansion has an accessible ramp.

Interpretive Media and Programs

The VC has no formal exhibit program. There is a small bird-watching station that allows visitors to log in their own bird sightings. There are currently no wayside orientation exhibits on the property. Inside the mansion there are significant architectural features. Exhibits there focus on flora and are made with inexpensive materials that have a temporary look and feel. Many trees are labeled with aluminum tags that provide species names, countries of origin, and the year planted. A cell phone tour is available to interpret plantings and features in and around the gardens.

Site Photographs

Cylburn Arboretum



Eubie Blake National Jazz Center

847 North Howard St.



Principal Subthemes from the
Baltimore National Heritage Area

Thematic Framework

3F Pursuit of Knowledge and Arts

3I Living Traditions

4F Early Voices for Equality

Primary Recommendations

Call more attention to the site with a building banner(s) and more accessible site plaque, and continue development of the Eubie Blake story on the main floor as a formal museum exhibit.

Identification and Orientation

The Eubie Blake Jazz Center is easily seen along Howard Street. Posterized photos of Eubie on the iron entrance gates immediately associate the building with the famous musician. There is an historic site plaque on the building to denote the site's significance and history, as well as a neighborhood storyboard street exhibit within view. A bronze plaque states the mission of the Center which is concise and appropriate. Hours are clearly posted. There is a bell to ring if assistance is needed to enter or ask questions.

General Visitor Services

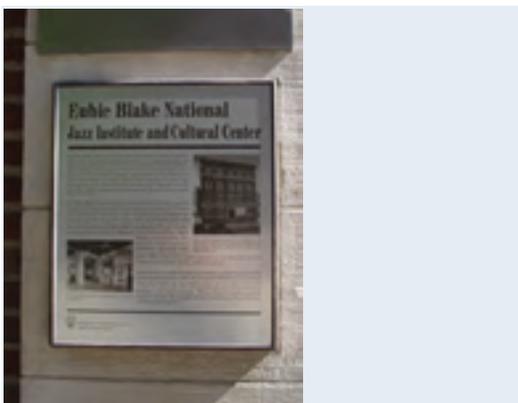
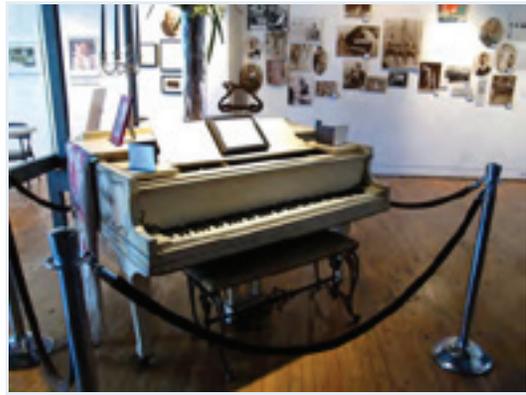
The Jazz Center primarily serves jazz musicians and those who aspire to become jazz musicians or visual artists. Therefore, most of the spaces in the building are studios, classrooms, and music venues. Rest room facilities are provided, but no gift shop or food service. Tour groups can be accommodated. The Center will host performances, special events, and catered private events. The front door has steep steps, but there is an accessible ramp in the back. The building has a modern elevator to provide access to all floors. There is metered parking on the street, as well as handicapped spaces behind the building.

Interpretive Media and Programs

Artwork by Center students and partners is displayed around the building, including a large ceramic mural in the rear garden. The first floor features an information/administrative desk, a decorated lobby, and a room dedicated to the story of Eubie Blake and his contemporaries. This exhibit includes one of Blake's pianos; a player piano which faithfully renders his musical style; and excellent photos, sheet music, and posters. The Center provides many programs for youth. The top floor features a club-style performance room. Lectures and jam sessions are scheduled.

Site Photographs

Eubie Blake National Jazz Center



G. Krug & Son

415 W. Saratoga St.



Principal Subthemes from the
Baltimore National Heritage Area
Thematic Framework

2E New Enterprise

3D Firsts in Business and Industry

3I Living Traditions

Primary Recommendations

Develop a visitor experience plan as a foundation for planning of interpretive media and programs that serve both customers and visitors. Consider offering sales of selected manufactured items which reflect Krug's traditions.

Identification and Orientation

G. Krug & Son has a prominent front on Saratoga Street. The black on white painted lettering on the brick facade provides clear identification as well as an historical feel. Hours are clearly posted on the door. An historic site plaque provides a capsule history. It is not clear, however, if this is a metal shop or an historic site—it is both. It would be good to have an orientation exhibit near the entrance to define visitor experiences offered. An iron plaque above the door bears joining hands and the the date "1794". The date may indicate the construction of the building.

General Visitor Services

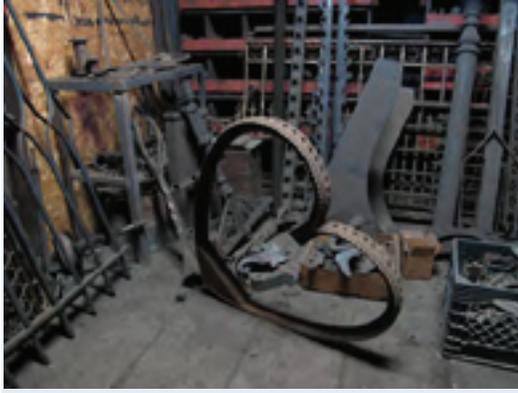
There does not appear to be parking for the public at the site. Visitors would rely on street parking or area garages. In the office on the first floor there is seating for customers. Accessibility is limited. There are two steps at the front door, more steps up into the office, and there is no elevator service between floors. Currently there is no gift/book shop. A rest room is available just off the office. Security in this part of town may be an issue, judging from the liberal presence of mounted police and patrol cars. Once inside, visitors are made to feel welcome, and staff are knowledgeable.

Interpretive Media and Programs

Just inside the front door there is a vestibule with an iron gate that overlooks a large shop area. This would be a good location for initial orientation and interpretation. In the office the staff have a mix of displays, samples, interpretive materials, and administrative functions. On the second floor is a room with photos of completed work and tactile samples of iron elements from those projects. Other exhibits are planned. G. Krug has an important story related to Heritage Area themes and a wealth of tactile objects to engage visitors, including tools, samples, and patterns. The building itself reveals much about the decades of work here.

Site Photographs

G. Krug & Son



Great Blacks in Wax Museum

1601-03 East North Ave.



Principal Subthemes from the
Baltimore National Heritage Area
Thematic Framework

4F Early Voices for Equality

4G The Struggle for Civil Rights

4C Underground Railroad

Primary Recommendations

Create a more inviting and positive environment in the lobby, and identify a logical progression through the galleries for visitors to follow.

Identification and Orientation

The Museum is located in a residential block somewhat removed from downtown. A sign in the lobby notes that it is the most-visited museum in Baltimore. The building exterior has the appearance of a converted fire station. The museum name is clearly placed above the entrance. In the lobby is a ticket booth/receptionist area. A handout map of the museum is available. The map lists the subjects/topics of galleries. The design of the visitor path is indicated on the map, and navigation would be difficult without it. Decorative Egyptian-themed doors provide a portal to the galleries.

General Visitor Services

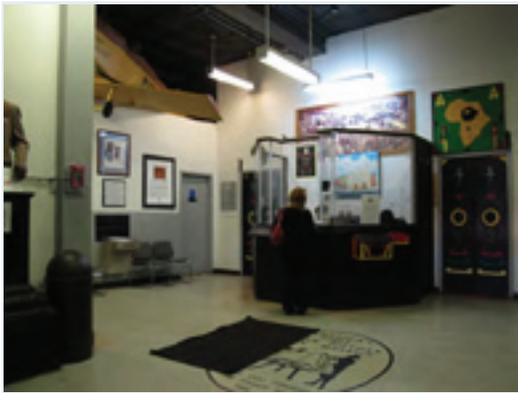
There is parking on the street, but no dedicated museum parking is visible. There are two rest rooms just off the lobby. Food and beverages are not provided, and might not be compatible with some of the themes interpreted in the museum. On the upper floor there is a small gift shop with a limited number of items. The lobby offers seating and a water fountain.

Interpretive Media and Programs

The Museum presents a moving, provocative, and memorable experience. The wax figure displays begin with a lobby exhibit featuring Hannibal mounted on an elephant. The main galleries inside rely on stage sets, full-size dioramas, and jewel-cased figures. Photographs, artifacts, and models accompany many of the figure displays. Lighting in the museum is intentionally subdued, as in the interior of the slave ship. Unlike many other museums that touch lightly on the evils of slavery, this museum is quite literal in depicting horrific scenes. There are a great many wax figures, and many of them are of excellent quality.

Site Photographs

Great Blacks in Wax Museum



Mount Clare Museum House

1500 Washington Blvd.



Principal Subthemes from the
Baltimore National Heritage Area
Thematic Framework

2E New Enterprise

3B Architecture and Monuments

4C Underground Railroad

Primary Recommendations

Provide better directional signing from Washington Boulevard, upgrade wayside exhibits and exterior orientation, and improve site security for visitors and staff.

Identification and Orientation

The Mount Clare mansion is accessible via Washington Boulevard, but there are no clear guidance signs on where to turn. GPS shows the house on Washington Ave., but it is not there. Visitors must navigate through curving roads and sports venues to find it. Visitors can reach the mansion via a tourist railroad from the B&O Museum on selected days. Identification signs in front of the mansion are small, old, and in need of replacement. Hours, tour times, and fees are posted. There are two wayside exhibits at the approach to the building—Civil War Trails and Underground Railroad. There is no exhibit dedicated to the mansion house.

General Visitor Services

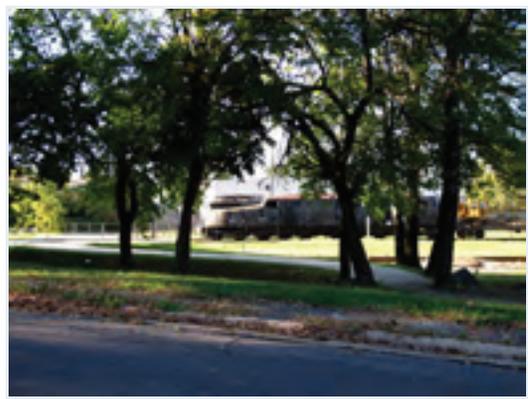
Museum parking is conveniently located near the house. Visitors enter the house from the west and are greeted by a receptionist. They are invited to see a video in the West Wing and then are taken quickly through the house to the east side of the building to view orientation exhibits. Rest rooms and seating are provided. There is a book/gift shop that includes many items for children. Visitor and staff security is an issue at Mount Clare. Vandals have damaged property, and visitors may not feel safe, especially near the railroad platform.

Interpretive Media and Programs

The interpretive experience here is especially rich in material culture. Rooms are furnished with an abundance of historic materials that were in the house originally and which can be connected with Carroll family members. Visitors may see most rooms and are restricted in places by room barriers. Docents provide interpretive talks, and effectively use hand-held cards to display images of personalities and details of artifacts and their uses. A room is set aside upstairs for changing displays. Staff are expert in creating seasonal or thematic scenes in the rooms, providing something new for repeat visitors.

Site Photographs

Mount Clare Museum House



Phoenix Shot Tower

801 E. Fayette St.



Principal Subthemes from the
Baltimore National Heritage Area

Thematic Framework

2E New Enterprise

3B Architecture and Monuments

3D Firsts in Business and Industry

Primary Recommendations

Consider removing some of the plaques from the tower and replacing them with more graphic wayside exhibits around the tower base. Consider exhibit development on the ground floor and extended visitor hours.

Identification and Orientation

The Phoenix Shot Tower is easily accessible via the Jones Falls Expressway, Baltimore Street, and public transportation. The tower is identified at its base by a number of signs and plaques: National Register, Baptist Church, Women's Clubs, Baltimore Jaycees, Carroll Museums hanging sign, storyboard orientation exhibit, and an aluminum graphic sign. It would doubtless be better to consolidate these disparate media. The site historic plaque offers the best statement of significance, but is mounted too high on the tower to view comfortably. Hours are not posted.

General Visitor Services

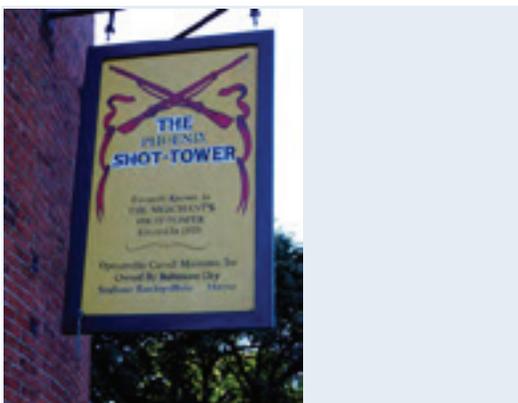
The tower is closed most of the time at present. There are no rest rooms. There is seating in the park that surrounds the base of the tower. The web site notes dedicated parking, but none was clearly identified on the ground. There is no gift shop or food service.

Interpretive Media and Programs

There are no graphic exhibits outside that interpret the engineering of the building or the manufacturing processes used. Inside the tower, when it is open for tours, visitors can learn about the tower from a series of large framed graphic exhibits and a guided tour. A sound and light show was once used effectively, but that needs refurbishment or replacement. There is a curving stair to the second level for those who are able. A large model showing the anatomy of the tower would be useful on the accessible ground floor.

Site Photographs

Phoenix Shot Tower



Rawlings Conservatory

Druid Hill Park



Principal Subthemes from the
Baltimore National Heritage Area

Thematic Framework

3A Parks and Public Works

3B Architecture and Monuments

3F Pursuit of Knowledge and Arts

Primary Recommendations

Create an orientation exhibit with a map of the greenhouses, and develop a series of small, low plant identifiers which incorporate graphics to interpret plants in greater detail.

Identification and Orientation

The Rawlings Conservatory in Druid Hill Park is identified by its distinctive shape on the park landscape, as well as by a large sign visible from the park frontage road and Druid Park Lake Drive. Hours are posted on the sign. Banners identify seasonal displays. The front door into the Palm House would appear to be the main entrance, but it is locked. The entrance is through the North Pavilion. In the entry lobby a site map is posted, and a fine printed map and guide is provided. The map identifies and describes specific greenhouses.

General Visitor Services

There is a receptionist to greet visitors, and a sense of welcome. Parking is available along the adjoining park roads, but there does not appear to be a dedicated lot for visitors. Rest rooms are provided at the east end of the building. The receptionist area includes a gift shop. There are steps here and there, but the greenhouses are accessible. Visitor seating is provided in the greenhouses. There is no food service, except for catered events. Admission is free, but a donation of \$5 is encouraged.

Interpretive Media and Programs

Floral displays change continually. Guided tours are available for groups. Each greenhouse has an upright wayside exhibit which explains the microenvironments in each green house. These are informative and attractively designed. Individual plants are identified with printed tags, and more information may be accessed through a cell phone tour system. The brochure provides general background on the conservatory and its history, as well as an invitation for volunteers to help with conservatory programs.

Site Photographs

Rawlings Conservatory



Sports Legends Museum at Camden Yards

301 W. Camden Street



Principal Subthemes from the
Baltimore National Heritage Area

Thematic Framework

3G A Sporting Town

3I Living Traditions

3C Rails and Roads

Primary Recommendations

Maintain the high quality of exhibit design and visitor experience. At museum entrances clarify the scope of the museum—its focus on Maryland, and the variety of sports and teams interpreted.

Identification and Orientation

The Sports Legends Museum benefits from its adjacency to Oriole Park at Camden Yards, and the thousands of fans that attend games and tour there. Banners on the street and ones attached to the building provide identification. There are signs on glass doors that bear the Museum name and provide hours. It should be noted that it can be difficult to decide which doors are entry points, and hours may not be accurate as posted. The sports legends in question are primarily "Maryland" athletes, but this may not be perceived up front. More prominent orientation information in the lobby and outside might be helpful.

General Visitor Services

Stadium parking is available on game days, and there are nearby garages. Many travel to the stadium via light rail or bus. Fine rest rooms are available and there are good restaurants in the area. There are places to sit and rest throughout the visitor experience. The building is very accessible. The museum is safe, well lit, sustainable, and comfortable. Galleries are large with plenty of circulation space, but with many intimate spaces as well. There is large gift shop with many high-quality items related to the museum's themes.

Interpretive Media and Programs

The museum galleries are excellent. Very significant artifacts are displayed in context with photos, art, and documents. Text is layered for easy comprehension. It is obvious that the designer was planning for excellent and discrete visitor experiences, rather than just placing artifacts in cases and pictures on panels. AV programs are short and inviting. A number of exhibits are interactive, appealing to children in particular. Topics covered include all Maryland sports, including the Negro baseball leagues. Large scale objects, models, and images are quite effective and memorable. Camden Station history is also interpreted.

Site Photographs

Sports Legends Museum at Camden Yards





Principal Subthemes from the
Baltimore National Heritage Area

Thematic Framework

3B Architecture and Monuments

2B Colonial Baltimore

3A Parks and Public Works

Primary Recommendations

Create safe access to the monument and provide interpretation of the monument at safe and accessible viewpoints at Mount Vernon Place.

Identification and Orientation

The Washington Monument is a prominent landmark. It sits in the middle of Charles Street and is visible from many blocks away. It might be confused with the Battle Monument on Calvert Street which has a similar appearance and location. Along the side of the monument there is bronze lettering that gives George Washington's name and cites landmarks in his career. There is an historic site plaque sign inside the monument fences, but the gates are locked and the sign is not readable. Currently the monument is not identified and interpreted in any accessible location. Google Maps identifies the site as a "Monument and Museum."

General Visitor Services

There is limited parking along the streets in the Mount Vernon District. There are no public rest rooms in the park. There are restaurants within walking distance. There is no receptionist or docent to greet visitors. The monument presents a safety hazard since there is no crosswalk to gain access to the monument grounds across the cobblestone circle. The locked gate/fence might tempt some to climb over it. There is no seating, except in the adjacent park areas. Motorists attempting to view the monument while driving are subject to accidents.

Interpretive Media and Programs

Interpretive media and programs at the monument are lacking. Wayside exhibits in the adjacent parks might help to interpret the monument and associated features such as the equestrian statue of Lafayette to the south and the sculpture of Roger Brooke Taney to the north.

Site Photographs

Washington Monument - Mt. Vernon Place



Westminster Burying Ground

519 W. Fayette St.



Principal Subthemes from the
Baltimore National Heritage Area
Thematic Framework

3F Pursuit of Knowledge and Arts

3B Architecture and Monuments

1B Battle of Baltimore

Primary Recommendations

Create an identification sign for motorists and pedestrians, and replace the current wayside exhibits with units that are less obtrusive.

Identification and Orientation

The cemetery is identified by a number of plaques and signs which were designed and installed during different periods. The historic site plaque is eroded and no longer legible. The church is not generally open, but tour times for the cemetery are posted on handouts in a fence-mounted dispenser. A more formal and prominent identification sign is needed.

General Visitor Services

There is no receptionist, bookstore, rest rooms, or services. Visitors may not feel safe walking in the cemetery as there are many blind spots and hidden areas. There is a fairly accessible walk way through the cemetery, but not all graves are accessible.

Interpretive Media and Programs

Interpretation is provided through guided tours on selected weekends from April through November. The cemetery has a system of wayside exhibits with extensive information on the cemetery, its history, burial customs, and the most famous individuals buried there. The site is impressive and is strongly tied to war heroes and the veterans of the War of 1812. It is fortunate that the grave of Edgar Allen Poe is located at the entrance where visitors may be invited to see the rest of the cemetery. The wayside system, although informative, is obtrusive and in need of replacement.

Site Photographs

Westminster Burying Ground



Baltimore National Heritage Area Reconnaissance of Representative Heritage Area Interpretive Sites

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Summary of Public Involvement Activities

SCOPING PUBLIC MEETINGS (APRIL 2012)

Public scoping open houses were held in April 2012. Meetings were advertised through the following methods: via email to the heritage area's email list; posting on the NPS Planning, Environment, and Public Comment (PEPC) web site; in the Mayor's weekly e-mail newsletter; in the Office of Neighborhoods weekly e-mail newsletter; and through various partner and stakeholder electronic newsletters. Three individuals attended the open house held at the B&O Railroad Museum on April 17th. Ten individuals attended the open house held at Fort McHenry National Monument and Historic Shrine on April 18th. Maps and displays summarized the planning process, the heritage area boundary, heritage resources, and goals and objectives for heritage area management. BHAA staff members were available to answer questions. A comment card was distributed to enable attendees to provide their comments. Three individuals provided written comments, including two via email and one via a comment card. One individual's comments supported the efforts of the BHAA and offered ideas on future event planning, corporate sponsorships, and novelty and thematic integration. One individual expressed interest in programs for both visitors and Baltimore city residents with a focus on history rather than culture and natural resources. One individual complained about the location and format of the public meeting at Fort McHenry.

SCOPING STAKEHOLDER MEETINGS (APRIL 2012)

Two scoping meetings with stakeholders were held in April 2012. Meetings were advertised through the following methods: via email to the heritage area's email list; posting on the NPS Planning, Environment, and Public Comment (PEPC) web site; in the Mayor's weekly e-mail newsletter; in the Office of Neighborhoods weekly e-mail newsletter; and by special invitation from the director to all stakeholder leaders. Representatives of federal, state, and local government agencies, tourism organizations, non-profit organizations, and other groups were invited. Each meeting included a presentation by the BHAA executive director, followed by a facilitated group discussion.

PARKS AND GARDENS STAKEHOLDERS MEETING

A parks and gardens stakeholders meeting at Cylburn Arboretum on April 18, 2012 was attended by 16 individuals:

- Kate Blom, Rawlings Conservatory
- Jackie Carrera, Parks and People Foundation
- Suzanne Copping, SSBNHT, NPS
- Janet Felsten, Baltimore Green Map
- Heidi Grundmann, Gwynns Falls Trails Council and Friends of Gwynns Falls and Leakin Park
- Jackie Handley, Federated Garden Clubs of Maryland
- Nancy Hinds, Maryland Zoo
- Patrick McMahon, Baltimore City Department of Transportation
- Joanne Nathans, Cylburn Arboretum Association
- Mary Roby, Cylburn Arboretum Association
- Valerie Rupp, Parks and People Foundation
- Fran Spero, Baltimore City Recreation and Parks
- Nell Strachan, Cylburn Arboretum Association
- Anna von Lunz, FOMC, NPS
- Loren Western, Cylburn Arboretum Association
- John Wilson, Maryland Department of Natural Resources

Comments received fell into the following categories:

- funding decisions
- historic properties in parks
- marketing
- access
- education
- youth programs
- capital needs for parks
- marketing
- getting kids to parks
- economic value of parks
- bike sharing
- bus routes

- visitor experience
- passport program
- geocaching
- financial needs of partners
- internships
- city study to assess parks
- overarching friends group
- priority projects

GENERAL PARTNER STAKEHOLDERS MEETING

A general partner stakeholders meeting at the Maryland Historical Society on April 19, 2012 was attended by 20 individuals:

- Sue Brooks, Civic Works, Clifton Mansion
- John Byrnes, Friends of the Peale
- Ellie Elgin, Maryland Women's Heritage Center
- Heidi Glatfelter, Greater Baltimore History Alliance
- Chris Haley, Maryland State Archives
- Shawn Herne, Babe Ruth Birthplace Foundation
- Robin Howard, Morgan State University
- Laura Larsen, City of Baltimore Finance Department
- Stacy Madalena, Eastern National
- Terry Maxwell, Maryland Department of Transportation, SHA
- Bertha Pinder, Women's Civic League
- Robert Reyes, Friends of President Street Station
- Frank Riggio-Preston, Visit Baltimore, Visitor Center
- Laura Rodini, Historic Charles Street Association
- Linda Shevitz, Maryland Women's Heritage Center
- Kristin Speaker, Charles Street Development Corporation
- Hardwick Spencer, Women's Civic League
- Joe Stewart, Waverly Main Street
- Ellen von Karajan, Preservation Society
- Anna von Lunz, FOMC, NPS

Comments received fell into the following categories:

- changes in management of cultural resources
- need for a more comprehensive program to integrate partner activities within the heritage area
- interpretive framework
- ways to connect organizations
- involving businesses in heritage area activities

- working with schools
- enhancing history recognition for local residents
- visitor orientation
- wayfinding and signage
- electronic tools and apps
- coordination with the Baltimore City Historical Society and the Historical Society of Baltimore County
- role of the state archives
- ideas for specific heritage area projects

MANAGEMENT ACTIONS STAKEHOLDER MEETINGS (OCTOBER 2012)

Scoping meetings with general stakeholders and parks and gardens stakeholders were held in October 2012. Meetings were advertised through the following methods: via email to the heritage area's email list; posting on the NPS Planning, Environment, and Public Comment (PEPC) web site; via email to everyone who attended the stakeholder meetings in April; and by special invitation from the director to all stakeholder leaders. Representatives of federal, state, and local government agencies, tourism organizations, non-profit organizations, and other groups attended. Each meeting included a presentation by the BHAA executive director, followed by a facilitated group exercise and discussion in which stakeholders recommended actions for consideration in the heritage area management plan under each of its five management goals:

- interpretation
- stewardship
- heritage tourism development
- neighborhoods
- management

PARKS AND GARDENS STAKEHOLDERS MEETING

A parks and gardens stakeholders meeting held at Cylburn Arboretum on October 16, 2012 was attended by 9 individuals, including:

- Janet Felsten, Baltimore Green Map
- Guy Hager, Parks and People Foundation
- Kathy Harget, Friends of Patterson Park
- Nancy Hinds, Maryland Zoo
- Kathleen Kotarba, Commission for Historical and Architectural Preservation
- Valerie McGuire, Baltimore Recreation and Parks
- Valerie Rupp, Parks and People
- Anna Von Lunz, National Park Service
- Bill Vondrasek, Baltimore Recreation and Parks

GENERAL PARTNER STAKEHOLDERS MEETING

A general stakeholders meeting held at the Baltimore Museum of Industry Administrative Building on October 17, 2012 was attended by 34 individuals in addition to BHAA staff, including:

- Justin Allen, What Weekly
- David Armenti, Maryland Archives/Baltimore Archives
- Judy Arnold, Baltimore City Historical Association
- John Ciekot, Civic Works, Clifton Mansion
- Ilene Dackman-Alan, Jewish Museum of Maryland
- Ellie Elgin, Maryland Women's Heritage Center
- Brigitte Fessenden, Baltimore Immigration Memorial
- Nicholas Fessenden, Baltimore Immigration Memorial
- Michael Gibbons, Babe Ruth Birthplace Foundation
- Heidi Glatfelter, GBHA
- Jill Greenberg, Maryland Women's Heritage Center
- Brook Hall, What Weekly
- Lisa Hansen, Friends of Fort McHenry
- Dennis Haskins, SHA, Scenic Byways
- Sam Hopkins, Baltimore City Historical Society
- Robin Howard, Morgan State University
- Cary James, Sharp Street Memorial
- Burt Kummerow, Maryland Historical Society
- Harriet Lynn, Heritage Theater Artists Consortium
- Joanne Martin, Great Blacks In Wax
- Helena Mastrogianis, Representative Sarbanes Office
- Tina Orcutt, FOMC, NPS

- Mike Palumbo, VEC
- Pat Perluke, American Flag Foundation
- Robert Reyes, Baltimore Civil War Museum
- Sam Rogers, Visit Baltimore
- Chris Rowsom, Historic Ships/CCF
- Tim Richardson, Babe Ruth Birthplace Foundation
- Kristin Speaker, CSDC
- Gabriel Tenabe, Morgan State University
- Ralph Vincent, Friends of the President Street Station
- Ellen Von Karajan, Preservation Society
- Anna Von Lunz, FOMC, NPS
- Roland Woodward, BMI

A third stakeholder meeting was held on October 17, 2012 with representatives of the Baltimore City Main Street Neighborhoods and Art and Entertainment Districts. Six people attended in addition to BHAA staff:

- Gaylord Dutton, Baltimore Main Streets
- Mica Fetz, Pennsylvania Avenue and Fell's Point Main Streets
- Krista Green, Baltimore City Office of Promotion and the Arts
- Donna Langley, Baltimore Main Streets
- Nick Rudolph, Baltimore Main Streets
- Chris Ryer, Southeast CDC/Highlandtown Main Street

The BHAA executive director presented the new interpretive framework for the heritage area and described the management planning process. Discussion focused on the following:

- telling Baltimore's immigration story
- telling the War of 1812 story
- preserving family businesses and trades in neighborhoods
- funding for neighborhood infrastructure
- generally knowing how to take advantage of initiatives
- types of projects that have had funding gaps
- grants
- festivals and "pop-up stores"
- celebrating history in small commercial districts
- Pennsylvania Avenue
- information needs
- preservation meetings in Main Street Neighborhoods
- banners and signs on buildings
- what Main Streets can do to Help BNHA help Main Streets

- interpretation goals
- events
- archeology
- convening partners

A fourth stakeholder meeting was held on October 16, 2012 with representatives of the Maryland Heritage Areas Program. The BHAA executive director presented the new interpretive framework for the heritage area and described the management planning process. Discussion focused on the following:

- relationship of the new heritage area plan to the MHAA Strategic Plan (MHAA 2009)
- need to amend the heritage area boundary
- process for approving the new management plan as the management action plan for both the federal and state heritage areas

Management Action Implementation

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Table F.1 BALTIMORE NATIONAL HERITAGE AREA – INTERPRETATION ACTION ITEMS

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
1.1.1c	Explore creating a grant program specifically for interpretative planning, and implement if feasible.	X			X			Staff Time, Grant Funding	Federal funding (NPS)	Implementation of grant program	Heritage Product Development, Sustaining Regional Identity
1.1.1d	Hold or pursue holding an annual interpretive planning conference for heritage area partners.		X		X		BHL, BCHS, MDHS, Partner Sites	Staff Time, Conf Costs (\$1,500)	BNHA Operating	Hold conference	Partnership Building, Sustaining Regional Identity
1.1.2a	Encourage grant submissions for joint programs and events.	X			X			Staff Time		Increased submission of joint program grants	Heritage Product Development, Sustaining Regional Identity
1.1.2b	Working with heritage area partners and Visit Baltimore, develop visitor experience passes with incentives for visitors to go to multiple sites. (Note: Visit Baltimore does some of this already).		X		X		VB, Partner Sites	Staff Time		Implementation of pass program	Heritage Product Development, Sustaining Regional Identity
1.1.3a	Distribute grant guidelines and establish deadlines for a heritage area grant program.	X			X			Staff Time		Distribution of guidelines and info	Organizational
1.1.3b	Communicate to partners that the BHAA will consider interpretive planning and programming grants that are consistent with the heritage area interpretive framework as more competitive when ranking those applications for submission to MHAA.	X			X			Staff Time		Communication of information	Heritage Product Development, Organizational
1.1.4a	As part of the annual interpretation conference invite interpretation experts to present.		X		X		BHL, BCHS, MDHS, Partner Sites	Staff Time		Participation of interpretation experts	Heritage Product Development, Sustaining Regional Identity
1.1.4b	Provide copies and access to interpretation publications that the BHAA develops to its partners.	X			X			Staff Time		Distribution of info	Heritage Product Development, Sustaining Regional Identity
1.1.4c	Use the Authentic Baltimore program to provide interpretation guidance to businesses designated to be "Authentic Baltimore".		X		X			Staff Time		Active interpretation at AB sites	Partnership Building, Sustaining Regional Identity
1.1.4d	Encourage heritage area partners to subscribe to BNHA digital communications and connect with the heritage area via social media to receive information on BNHA-affiliated grant opportunities.	X			X			Staff Time		Increased subscriptions to digital communication and social media outlets	Partnership Building
1.2.1a	On the BNHA website, present a comprehensive overview of the heritage area's purpose, national significance, and thematic framework for	X			X			Staff Time, Web Development Cost (\$30,000 total)	Dedicated BNHA Funding	Implementation on website	Heritage Product Development, Sustaining Regional Identity

Table F.1 BALTIMORE NATIONAL HERITAGE AREA – INTERPRETATION ACTION ITEMS

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
1.2.1b	Orient visitors to the heritage area by providing pre-visit information on interpretive sites to visitors and residents wishing to explore the heritage area.	X			X			Staff Time, Web Development Cost (\$30,000 total)	Dedicated BNHA Funding	Implementation on website	Heritage Product Development, Sustaining Regional Identity
1.2.1c	Offer “virtual visitors”, who may never actually visit Baltimore, an opportunity to explore the heritage area and its interpretive experience.	X			X			Staff Time, Web Development Cost (\$30,000 total)	Dedicated BNHA Funding	Implementation on website	Heritage Product Development, Sustaining Regional Identity
1.2.1d	Develop a series of brief videos, distributed through a dedicated BNHA YouTube channel, that use the interpretive framework to provide information on BNHA and its resources.		X		X			Staff Time, Video Production (\$7,500)	TBD	Implementation on YouTube, website	Heritage Product Development, Sustaining Regional Identity
1.2.1e	Working in cooperation with the University of Baltimore and the City of Baltimore, implement a public history campaign that uses mobile technology to relay neighborhood-specific information.	X				X	UBaltimore	Staff Time, Marketing (\$500-\$1,000)	BNHA Operating	Successful roll-out of program and use	Heritage Product Development, Sustaining Regional Identity
1.2.2a	Develop a map and guide that will help visitors understand the heritage area’s significance and major stories and that will orient visitors to the many heritage experiences that are available.	X						Staff Time, Design and Print (\$25,000)	MHAA, BNHA Match	Distribution of map/guide	Heritage Product Development, Sustaining Regional Identity
1.2.2b	Periodically update the heritage area map and guide to account for new heritage resources and visitor services.			X				Staff Time, Design and Print (\$12,000)		Distribution of map/guide	Heritage Product Development, Sustaining Regional Identity
1.2.2c	Continue management of the city’s historic site plaque program in coordination with the city’s Commission for Historical and Architectural Preservation. Formalize development of the program with protocols, procedures, and criteria and work only with heritage resources located within the boundaries of the heritage area.	X			X			Staff Time		Implementation of guidelines and continued installation of plaques	Heritage Product Development
1.2.2d	Develop a single map/guide product that incorporates both the Heritage Walk and Mount Vernon Cultural Walk urban heritage trails.		X			X	HJI, Partner Sites	Staff Time, Design and Print (\$25,000)	Private Sponsor TBD	Distribution of map/guide	Heritage Product Development
1.2.2e	Explore actions to update and improve the historic site plaque system by evaluating content, conducting audience evaluation, using color, and developing design guidelines and templates which will make signs more effective without being		X			X	CHAP, VB, Partner Sites	Staff Time		Implementation of refined/updated plaque program	Heritage Product Development

Table F.1 BALTIMORE NATIONAL HERITAGE AREA – INTERPRETATION ACTION ITEMS

Action Ref #	Action	Short Term		Mid Term		Long Term		Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
		1 to 3 Years	3 to 4 Years	5 to 10 Years	BHAA In-House	Collaboration	Short	Medium	Long					
	obtrusive. Consider the use of QR codes and other technology to tie the physical marker with online resources.													
1.2.2f	Review research on how people are using technology for learning and how people want to access information. Adapt interpretive media accordingly.		X		X						Staff Time		Research report and implementation of findings	Heritage Product Development
1.3.1a	Develop a series of travel itineraries linking multiple heritage resources to key interpretive themes of the heritage area.	X					X			BAF, VB, Others	Staff Time		Implementation on website	Heritage Product Development, Sustaining Regional Identity
1.3.1b	Make the itineraries available in downloadable online format, suitable for both in-person use and “virtual visitors.”	X					X				Staff Time		Implementation on website	Heritage Product Development, Sustaining Regional Identity
1.3.1c	Explore ways in which users of the BNHA website can create custom itineraries based on themes, location and interest.	X					X				Staff Time, Web Development Costs (\$30,000 Total)	Dedicated BNHA Funding	Implementation on website	Heritage Product Development, Sustaining Regional Identity
1.3.2a	Determine the feasibility of developing smart phone applications for touring Mount Vernon Cultural Walk, Pennsylvania Avenue Heritage Trail, and the Historic Fell’s Point Trail, using existing content from the GPS-based tours. Implement, if feasible.		X				X				Staff Time, App Development Costs (\$15,000 per trail)	NPS, MHAA	Roll-out of app	Heritage Product Development
1.3.2b	Determine the feasibility of developing a smart phone application for touring Heritage Walk. Implement, if feasible.		X				X				Staff Time, App Development Costs (\$25,000)	NPS, MHAA	Roll-out of app	Heritage Product Development
1.3.2c	Continue working with stakeholders and neighborhood organizations to develop and install trail signage along the Historic Fell’s Point Trail.	X						X		FPPS, FPMS, CHAP, Partner Sites, Community Stakeholders	Staff Time, Sign Design and Fabrication (\$130,000)	City CIP Funds	Installation of signage	Heritage Product Development
1.3.2d	Working with community organizations, business groups, and preservation and heritage tourism organizations, develop a new urban heritage trail (Market Center Heritage Trail) that interprets the historic, cultural, and natural resources of the west side of downtown Baltimore, with connecting trail spurs to the B&O Railroad Museum and other significant heritage resources west of Martin Luther King, Jr. Avenue.	X						X		Bromo Tower A&E, UMaryland, CHAP, Partner Sites, Community Stakeholders	Staff Time, Map/Guide Design and Print, Sign Design and Fabrication (\$160,000)	City CIP Funds, SHA/HHWA, MHAA, NPS	Full roll-out of new trail with distribution of printed materials and installation of signage	Heritage Product Development

Table F.1 BALTIMORE NATIONAL HERITAGE AREA – INTERPRETATION ACTION ITEMS

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
1.3.2e	Working with community organizations, business groups, and preservation and heritage tourism organizations, develop a new urban heritage trail that interprets the historic, cultural, and natural resources of the Federal Hill and Sharp-Leadenhall neighborhoods.		X			X	FPMS, CHAP, Partner Sites, Community Stakeholders	Staff Time, Map/Guide Design and Print, Sign Design and Fabrication (\$160,000)	City CIP Funds, MHAA, NPS, Dedicated funds from preservation remediation (CHAP)	Full roll-out of new trail with distributed printed materials and installation of signage	Heritage Product Development
1.3.2f	Sustain and enrich the Urban Ranger Program in cooperation with neighborhood-based partners to enable guided and self-guided touring.		X			X	Partner Sites, Community Stakeholders	Staff Time		Active involvement of neighborhood partners in training	Heritage Product Development, Partnership Building
1.3.2g	Continue annual training of urban rangers regarding guide techniques and interpretation.	X				X		Staff Time, Speaker Honorarium (\$1,000)	BNHA Operating	Continued training with enhancements	Heritage Product Development
1.3.2h	Explore working with the National Park Service (Fort McHenry National Monument and Historic Shrine and Star-Spangled Banner National Historic Trail) on extending their interpretation via uniformed rangers beyond the boundaries of the fort and out into the heritage area at sites sharing their interpretive themes (e.g. Federal Hill, Flag House, Fell's Point, President Street Station, etc.).		X			X	FOMC, Partner Sites, Community Stakeholders	Staff Time		NPS ranger-led guiding in Baltimore (outside of the park boundaries)	Heritage Product Development, Sustaining Regional Identity
1.3.2i	Support partners such as Baltimore Heritage, Inc., the Friends of Maryland's Olmsted Parks, and others in enhancing and expanding existing and new heritage tours.		X			X	BHI, Friends of Olmsted Parks, Others	Staff Time		Competitive grant applications	Heritage Project Development, Partnership Building, Sustaining Regional Identity
1.3.3a	Once the heritage neighborhood program is in place, explore working with designated heritage neighborhoods in the development of interpretive media specific to their neighborhood.		X			X	Community Stakeholders, Partner Sites	Staff Time		Development of new interpretive media in neighborhoods	Heritage Product Development, Partnership Building, Sustaining Regional Identity
1.3.4a	Work with partners to provide interpretation along the Charm City Circulator. This can take the form of periodic reenactors during festivals/events, brochures, signs, or an interpretation component tied to the signs along commuting routes.	X				X	Veolia, BDOT, Partner Sites	Staff Time, Reenactor honoraria (\$20/hr), Brochure distribution (\$1,000/year)		Active interpretation distribution of materials on buses	Heritage Product Development, Sustaining Regional Identity
1.3.4b	Work with partners to provide interpretation along the Historic National Road within the heritage area in conjunction with the current bus transportation line and proposed future rail			X		X	BDOT, MTA, MHT, CHAP, BHI	Staff Time		Enhanced interpretive program along routes	Heritage Project Development, Partnership Building,

Table F.1 BALTIMORE NATIONAL HERITAGE AREA – INTERPRETATION ACTION ITEMS

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
	development.										Sustaining Regional Identity
1.3.4c	Continue to implement an annual lecture series for city employees and the general public.	X			X		Mayor's Office	Staff Time, Speaker Honorarium (\$1,000)	BNHA Operating	Continuation of lectures at City Hall	Heritage Product Development
1.3.4d	Work with CHAP, Baltimore Heritage, Inc., and stakeholders in developing interpretive storyboards, map and guide products, walking tours, and other interpretive media for significant cemeteries, specifically Mount Auburn Cemetery.			X			CHAP, BHI, Others	Staff Time		New interpretive media products developed	Heritage Product Development, Partnership Building, Sustaining Regional Identity
1.3.5a	Work with the Baltimore Office of Promotion and the Arts to identify which festivals and events could easily tie to the heritage area's interpretive themes and framework.	X			X		BOPA	Staff Time		Identification of appropriate events	Sustaining Regional Identity
1.3.5b	Once festivals and events are identified, work with festival organizers to use the interpretive themes in their marketing information and in their programming.	X			X		BOPA, Festival Organizers	Staff Time		Themes incorporated into relevant marketing materials	Heritage Product Development, Partnership Building, Sustaining Regional Identity
1.3.5c	Identify which city-owned heritage resource sites are visitor-ready.	X			X		CHAP, DGS, R&P	Staff Time		Report/white paper on sites and visitor-readiness	Sustaining Regional Identity
1.3.5d	Encourage groups such as the Baltimore City Historical Society to hold their programs and events at these sites.	X			X		BCHS, Others	Staff Time		Events held at these sites	Heritage Product Development
1.3.6a	Work with local stakeholders to encourage the berthing of historic ships in Fell's Point and other historically appropriate areas within the heritage area and the development of related interpretive programming.		X				FPMS, FPPS, Living Classrooms, Community Stakeholders	Staff Time		Berthing of ships at appropriate sites along harbor	Heritage Product Development, Sustaining Regional Identity
1.3.6b	Continue working with stakeholders and heritage resources in the Historic Jonestown neighborhood to emphasize the 18th-century history of Baltimore.	X			X		HJI, Community Stakeholders	Staff Time		Better interpretation of 18th-century history in Jonestown	Heritage Product Development, Sustaining Regional Identity
1.3.6c	Collaborate with the NPS Northeast Regional Office and its trail partners to develop the Washington-Rochambeau Revolutionary Route and to identify and implement trail interpretive projects.	X			X		NPS, Partner Sites	Staff Time, Project Costs (TBD)	MHAA, NPS	Implementation of trail interpretive products	Heritage Product Development, Partnership Building, Sustaining Regional Identity
1.3.6d	Continue collaboration with the NPS Chesapeake Bay Office and its trail partners in the	X			X		NPS, Partner Sites	Staff Time, Project Costs (TBD)	MHAA, NPS	Implementation of trail interpretive	Heritage Product Development,

Table F.1 BALTIMORE NATIONAL HERITAGE AREA – INTERPRETATION ACTION ITEMS

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
	development of the Captain John Smith Chesapeake National Historic Trail, including the design and installation of interpretive signage and other interpretive programming.									products	Partnership Building, Sustaining Regional Identity
1.3.6e	Continue to manage coordination and development of the War of 1812 Traveling Exhibit (“Defense of a Nation: Maryland in the War of 1812”).	X			X		City Agencies, SS200, State Agencies, NPS	Coordinator (\$1,000/month), Transportation (\$500/site), Insurance (\$240/year)	MHAA, NPS (CBGN)	Continued distribution of exhibit	Heritage Product Development, Sustaining Regional Identity
1.3.6f	Continue working with the city of Baltimore, Star-Spangled 200, and the State of Maryland War of 1812 Bicentennial Commission to assist coordination of public events related to the War of 1812 bicentennial.	X			X		City Agencies, SS200, State Agencies, NPS	Staff Time		Successful coordination of public events	Heritage Product Development, Sustaining Regional Identity
1.3.6g	Continue collaboration with the NPS Chesapeake Bay Office and its trail partners in the development of the Star-Spangled National Historic Trail, including the design and installation of interpretive signage and other interpretive programming.	X					NPS, Partner Sites	Staff Time, Project Costs (TBD)	MHAA, NPS	Implementation of trail interpretive products	Heritage Product Development, Partnership Building, Sustaining Regional Identity
1.3.6h	Continue to sponsor the War of 1812 educational passport for 1812 sites and visiting ships and develop ways to enhance the program over the bicentennial period.	X			X		American Flag Fdn, Rosenberg Fdn	Staff Time, Coin Program (\$3,000), Passport Printing (\$12,000/40,000 copies)	Rosenburg Fdn	Roll-out of coin program and increased number of participating sites	Heritage Product Development, Sustaining Regional Identity
1.3.6i	In partnership with the Star-Spangled National Historic Trail and Byway and Baltimore City and Baltimore County stakeholders, develop a print-based land and water guide for exploring 1812-resources in the Greater Baltimore region.	X			X		NPS, FPPS, DNR, City Agencies, County Agencies, Partner Sites, Others	Staff Time, Design and Print (\$25,000)	SS200	Distribution of map/guide	Heritage Product Development, Sustaining Regional Identity
1.3.6j	Explore the feasibility of incorporating the content of the land and water guide into a smart phone application. Implement if feasible.		X		X			Staff Time, App Development Costs (\$25,000)	SS200, NPS	Roll-out of app	Heritage Product Development, Sustaining Regional Identity
1.3.6k	Work with 1812 sites such as Fort McHenry, Star Spangled Banner Flag House, Fell’s Point, and Federal Hill to expand their interpretive media offerings during and after the bicentennial.	X			X		FOMC, Partner Sites	Staff Time		Expanded media offerings from 2013-2014	Heritage Product Development, Sustaining Regional Identity
1.3.6l	Continue to work with stakeholders, including the Baltimore Civil War Museum, Visit Baltimore, and the Maryland Office of Tourism	X			X		CWM, VB, MOTD	Staff Time		Expanded interpretive programming on the Civil War	Heritage Product Development

Table F.1 BALTIMORE NATIONAL HERITAGE AREA – INTERPRETATION ACTION ITEMS

Action Ref #	Action	Project Type			Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
		Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years					
	Development to support interpretive programming on the Civil War and its connections to Baltimore.								
1.3.6m	Continue to support the maintenance of the Civil War Trail interpretive signs located within the heritage area.	X			Maryland Civil War Trails	\$1,000/year		Maintenance of the signs	Heritage Product Development
1.3.6n	Continue to support city-led efforts to stabilize and restore PS 103 (Thurgood Marshall's elementary school) and assist in initiatives to interpret the history of the building and of Justice Marshall.		X		City Agencies, NPS	Stabilization (\$180,000), Interpretation Build-out (\$500,000)	City of Baltimore, Mercy Hospital, private funding	Stabilization of building and eventual adaptive re-use	Heritage Product Development
1.3.6o	Explore the creation of new interpretive products that focus on the stories and experiences of African Americans in Baltimore.	X			Partner Sites	Staff Time, Project Costs (TBD)		Distribution of new interpretive products	Heritage Product Development
1.3.6p	Continue efforts to integrate African American history in existing BNHA interpretive programming, including tour guide certification programs and trail programming.	X		X		Staff Time		Enhancement of African American history in trail programming and training	Heritage Product Development, Sustaining Regional Identity
1.3.6q	Collaborate with local organizations, such as Baltimore Heritage, Inc. and Morgan State University, on interpretive programming specific to African American history and Baltimore's role in the Civil Rights Movement.	X			BHI, MSU, Partner Sites, Others	Staff Time, Project Costs (TBD)		Expanded interpretive programming on Civil Rights	Heritage Product Development, Sustaining Regional Identity
1.3.6r	Actively collaborate with efforts to create trails and monuments commemorating Baltimore's immigration station and the more than one million immigrants who arrived in the late nineteenth and early twentieth centuries.		X		Baltimore Immigration Memorial Fdn, CHAP, Community Stakeholders, Partner Sites, FOMC	Staff Time, Project Costs (TBD)	MHAA, NPS	Installation of monuments and distribution of interpretive materials	Heritage Product Development
1.3.6s	Working with local stakeholders, such as the Baltimore Main Streets programs, identify interpretation opportunities to tie current immigration trends in Baltimore to the historic waves of immigration.		X		BDC, Main Streets, Baltimore Immigration Memorial Fdn, Community Stakeholders	Staff Time		Identification of programming opportunities	Heritage Product Development
1.3.6t	Work with the Maryland Women's Heritage Center to collaborate on conducting workshops to develop interpretive programming and materials related to the role of women in Baltimore's history.		X		MWHC, Partner Sites, Others	Staff Time, Project Costs (TBD)		Distribution of new interpretive programming	Heritage Product Development
1.3.7a	Engage the Baltimore City Department of		X		R&P, Park	Staff Time, Project		Installation of	Heritage Product

Table F.1 BALTIMORE NATIONAL HERITAGE AREA – INTERPRETATION ACTION ITEMS

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
	Recreation and Parks and trail friends groups in finding methods to effectively interpret the history of Gwynns Falls and Jones Falls trails.						Stakeholders, Partner Sites, Others	Costs (TBD)		signage and distribution of interpretive materials	Development
1.3.7b	Engage the Baltimore City Department of Recreation and Parks and park friends groups in finding methods to effectively interpret the history of the city park system.		X		X		R&P, Park Stakeholders, Partner Sites, Others	Staff Time, Project Costs (TBD)		Installation of signage and distribution of interpretive materials	Heritage Product Development
1.3.7c	Work with private partners such as Baltimore Green Map to create interpretive materials for visitors and residents for parks and open spaces within the heritage area.		X				R&P, BGM, Park Stakeholders, Partner Sites, Others	Staff Time, Project Costs (TBD)		Distribution of interpretive materials	Heritage Product Development
1.3.7d	Work with partners along the Patapsco River and Middle Branch to develop interpretive media appropriate to the area.		X		X		R&P, Stakeholders, Partner Sites, Others	Staff Time, Project Costs (TBD)		Installation of signage and distribution of interpretive materials	Heritage Product Development
1.3.7e	Interpret scenic byways which fall within the heritage area's boundary.	X					SHA, DOT, Md National Road, Stakeholders, Partner Sites, Others	Staff Time, Project Costs (TBD)	SHA/FHWA, MHAA	Enhanced interpretive programming along Byway	Heritage Product Development, Sustaining Regional Identity
1.4.1a	Convene a broadly representative council of qualified educators and interpreters to advise the BHAA on issues and programming related to education.		X				BCPS, Others	Staff Time		Hold council meeting(s)	Partnership Building
1.4.2a	Engage Maryland Public Television's Thinkport program to explore the development of a track based on the heritage area's interpretive themes.			X			MPT, BCPS, Others	Staff Time		Cooperation from MPT and roll-out of track	Heritage Product Development, Partnership Building
1.4.2b	Support heritage interpretive sites to develop curriculum guides and related educational materials and programming.		X				Partner Sites, BCPS	Staff Time, Project Costs (TBD)		Distribution of new curriculum guides and related programming	Heritage Product Development, Sustaining Regional Identity
1.4.3a	In cooperation with the Baltimore City Public Schools Department of Humanities, identify ways to jointly meet their educational goals as well as those of the heritage area.		X				BCPS, Partner Sites	Staff Time		Report on goals and ways to use heritage area sites	Heritage Product Development, Sustaining Regional Identity
1.4.3b	Once methods are identified, work in partnership with BCPS and heritage area partners to implement them.		X				BCPS, Partner Sites	Staff Time		Implementation of methods/actions	Partnership Building, Sustaining Regional Identity
1.4.3c	Explore the development of a bus fund for Baltimore public school students in order to get	X					BCPS, Partner Sites, Stakeholders	Staff Time, Transportation	MHAA, BNHA Operating/Special	Use of buses to bring students to	Heritage Product Development,

Table F.1 BALTIMORE NATIONAL HERITAGE AREA – INTERPRETATION ACTION ITEMS

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
	them to heritage area sites.							Costs (TBD)	Funds, Private Sponsor (TBD)	sites	Sustaining Regional Identity
1.4.3d	Continue to offer tour guide training and certification (including initial certification and continuing education programs) for individuals interested in conducting tours in Baltimore independently of the BNHA trail network and the Urban Ranger Program.	X				X		Staff Time, Material Development (\$500)	BNHA Operating	Continuation of training program	Heritage Product Development, Sustaining Regional Identity
1.4.3e	Continue to present the “It’s More than History” lectures at Baltimore City Hall as part of a brown-bag lunch series on the city’s history and its personalities.	X				X	Mayor’s Office	Staff Time, Speaker Honorarium (\$1,000)	BNHA Operating	Continuation of lectures at City Hall	Heritage Product Development
1.4.3f	Continue to sponsor and organize history happy hours to gather residents and visitors who would not otherwise get involved in preservation or historical experiences for a fun evening of networking and voluntary education.	X				X		Staff Time, Speaker Honorarium (\$1,000)	BNHA Operating	Continuation of happy hour series	Heritage Product Development
1.4.3g	Continue to distribute and promote implementation of the <i>Teacher Resource Guide (Defense of a Nation: Maryland’s Role in the War of 1812)</i> along with two teacher curricula that can be used in the classroom.	X				X			BNHA Operating	Continuation of distribution	Partnership Building, Sustaining Regional Identity
1.4.3h	Continue to coordinate, with the support of Fort McHenry National Monument and Historic Shrine, a re-enactment of the bombardment of Baltimore featuring visiting schooners and the participation of students from Baltimore City Public Schools.	X				X	FOMC, BCPS, Schooners	Staff Time, Event Production (\$2,000/year)	Private Sponsors (TBD), BNHA Operating	Continuation of event	Heritage Product Development, Sustaining Regional Identity
1.4.3i	Collaborate with the Parks and People Foundation to design and implement environmental education programs.	X				X	Parks and People, R&P, Park Stakeholders	Staff Time, Project Costs (TBD)	MHAA	Implementation of educational programming	Partnership Building
1.5.1a	Work with the Baltimore City Historical Society and Baltimore Heritage to identify and explore new research, including the identification of funding sources to support them.		X			X	BCHS, BHI, Others	Staff Time		Reporting and distribution of research	Heritage Product Development, Sustaining Regional Identity

Table F.2 BALTIMORE NATIONAL HERITAGE AREA – STEWARDSHIP ACTION ITEMS

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
2.1.1.a	Incorporate procedures within the BNHA communications plan to disseminate information on heritage resources across all media platforms (digital and print).	X				X		Staff Time		Development of communications plan	Partnership Building, Organizational
2.1.1.b	Explore ways to partner with existing wayfinding and interpretive initiatives, such as park green maps and maps/guides for trails and greenways, to broaden dissemination of information on heritage resources.		X				Park and greenway stakeholders	Staff Time, Project Costs (TBD)	MHAA	Installation of signage and distribution of materials	Heritage Product Development, Sustaining Regional Identity
2.1.1.c	As part of the heritage area website, create a searchable database of heritage resources that includes the following: <ul style="list-style-type: none"> - brief description of the resource (with an image) - address and basic visitor information - indication as to how resources fit within the BNHA interpretative framework - links to National Register of Historic Places nomination forms, city landmark reports, and other appropriate documents, when applicable 	X				X		Staff Time, Web Development Cost (\$30,000 total)	Dedicated BNHA Funding	Launch of website	Heritage Product Development, Sustaining Regional Identity
2.1.1.d	Use the BNHA network of partners to communicate availability of information on the BNHA website, including Visit Baltimore, Baltimore Heritage, Inc., Greater Baltimore History Alliance, Greater Baltimore Cultural Alliance, and Parks and People.	X					VB, BHI, GBHA, GBCA, P&P, Others	Staff Time		Dissemination of info and measurable website visitation	Heritage Product Development, Sustaining Regional Identity
2.1.1.e	Use BNHA media platforms (maps and guides, web resources and other digital media) to successfully connect heritage resources with the themes of interpretive framework and emphasize key topics, including: <ul style="list-style-type: none"> - Colonial Baltimore and the Revolutionary War - the War of 1812 - the Civil War in Baltimore - the African American experience in Baltimore - the impact and role of immigration on the 	X				X		Staff Time	Integration of info on all media platforms	Heritage Product Development, Sustaining Regional Identity	
2.1.2.a	Determine the feasibility of a stewardship roundtable meeting that would meet on a regular		X				City Agencies, Heritage	Staff Time		Stakeholder buy-in and support of	Partnership Building, Sustaining

Table F.2 BALTIMORE NATIONAL HERITAGE AREA – STEWARDSHIP ACTION ITEMS

Action Ref #	Action	Project Type			Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHA Activity Category
		Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years					
	basis to identify stewardship issues and concerns and share these discussions with the Mayor and City Council. Implement the roundtable, if feasible.				Stakeholders		mayor; hold roundtable	Regional Identity	
2.1.2b	Continue to work with Preservation Maryland to co-sponsor its homeowner-focused annual preservation conference. Offer to co-sponsor the conference when held in Baltimore.	X			PM	Staff Time, Sponsorship Funds (\$500)	BNHA Operating	Heritage Product Development, Partnership Building	
2.1.2c	Identify other partners and programs with whom BNHA can collaborate on educational workshops, programs, and events. Provide technical assistance and make available matching grants, as appropriate.		X		Appropriate stakeholders (to be identified)	Staff Time, Grant Funding (TBD)	Federal funding (NPS)	Heritage Product Development, Partnership Building	
2.1.3a	Participate in advocacy days coordinated by Preservation Maryland, and the National Council of State Historic Preservation Officers, Maryland Historical Trust, and National Alliance of Heritage Areas.	X			PM, NCSHPO, MHT, NAHA	Staff Time		Partnership Building, Sustaining Regional Identity, Organizational	
2.1.3b	Continue active attendance and participation in Baltimore City Commission for Historical and Architectural Preservation (CHAP) meetings, including providing comments on preservation concerns within the boundaries of the heritage area.	X				Staff Time	Attendance at CHAP meetings and communication of BNHA position	Sustaining Regional Identity	
2.1.3c	Actively engage the Office of the Mayor in serving as a preservation resource, providing insight and commentary on preservation concerns within the heritage area.	X			Mayor's Office	Staff Time	Active participation with Mayor's Office on stewardship issues	Sustaining Regional Identity	
2.1.3d	Encourage local grantmakers to fund historic resource stewardship projects. If feasible, hold an annual grantmaker symposium to bring grantmakers and preservation partners together.		X		Local grantmakers, others	Staff Time	Identification of grantmakers; increased giving to stewardship projects	Sustaining Regional Identity	
2.1.3e	Encourage nomination of historic sites to the Endangered Maryland list and on the National Historic Trust's List of the Most Endangered Historic Places when appropriate.	X			BHI, CHAP, PM, NTHP	Staff Time	Nomination of sites to endangered lists	Sustaining Regional Identity	
2.1.3f	Compile a digital library of current city plans and special studies related to heritage resources within the heritage area.		X		State and city agencies	Staff Time	Completion of library	Sustaining Regional Identity	

Table F.2 BALTIMORE NATIONAL HERITAGE AREA – STEWARDSHIP ACTION ITEMS

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
2.1.3g	Develop a network of contacts within city departments engaged in planning studies affecting heritage area resources. Establish routine communications for purposes of staying informed on relevant activities. Identify opportunities for BHAA involvement.	X			X	City agencies	Staff Time			Routine communication with engaged parties	Sustaining Regional Identity
2.1.3h	Engage as an active stakeholder in planning efforts and special studies when deemed appropriate. Give priority to plans and studies involving heritage resources within heritage neighborhoods and emerging heritage neighborhoods.	X			X	City agencies	Staff Time			Participation in planning efforts	Sustaining Regional Identity
2.2.1a	Work with CHAP and the Baltimore City Department of Planning to gather information on additions to the city landmark list and locally designated and National Register-designated historic districts.	X			X	CHAP	Staff Time			Successful designation of sites to local and national registers	Sustaining Regional Identity
2.2.1b	Maintain the BNHA website to accurately reflect additions and communicate these additions via social media and print publications when feasible.	X			X		Staff Time, Possible Web Design Costs (TBD)	BNHA Operating		Accurate info on website	Heritage Product Development, Sustaining Regional Identity
2.2.1c	Periodically update the heritage area's GIS database including shapefiles and accompanying metadata identifying locations of historic resources within the heritage area.		X		X	CHAP, Dept of Planning, others	Staff Time			Compilation and updated GIS library	Sustaining Regional Identity
2.2.2a	Work with CHAP and appropriate city agencies to encourage the development of a city-wide preservation plan.		X		X	CHAP, Mayor's Office, City Council, City Agencies	Staff Time			Publication and adoption of city-wide preservation plan	Sustaining Regional Identity
2.2.2b	In coordination with CHAP, the Baltimore City Department of Recreation and Parks, and stakeholder organizations, identify and catalog statuary and monuments in public parks and develop a plan for their restoration and protection.		X		X	CHAP, R&P, Stakeholders	Staff Time			Statuary and monument catalog; preservation of statues and monuments	Sustaining Regional Identity
2.2.2c	Use the BNHA website to communicate and document significant preservation activities within the boundaries of the heritage area, including privately funded efforts.	X			X		Staff Time			Communication of info on website	Sustaining Regional Identity
2.2.2d	Using the framework of the stewardship roundtable (Action 2.1.2a), identify and		X		X	Roundtable participants, Mayor's Office, City	Staff Time			Communication of issues to Mayor and City Council	Sustaining Regional Identity

Table F.2 BALTIMORE NATIONAL HERITAGE AREA – STEWARDSHIP ACTION ITEMS

Action Ref #	Action	Short 1 to 3 Years		Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
						BHAA In-House	Collaboration					
	communicate preservation issues and concerns to the Mayor and City Council. Suitable stakeholders for the roundtable would include Baltimore Heritage, Inc., Baltimore City Historical Society, Baltimore Architectural Foundation, Preservation Maryland, and CHAP.							Council				
2.2.2e	Use the BNHA website to provide an information clearinghouse on how tax credits can benefit residents and businesses. Provide accurate links for gathering additional information.	X				X			Staff Time		Communication of info on website	Sustaining Regional Identity
2.2.2f	Working with CHAP and partners, such as Baltimore Heritage, Inc., identify areas which are viable for local historic district designation.		X				X	CHAP, BHI, Others	Staff Time		Report identifying neighborhoods to local and national registers	Sustaining Regional Identity
2.2.2g	When feasible, provide technical assistance to community organizations and stakeholders endeavoring to initiate the process of local designation.		X				X	Neighborhood stakeholders	Staff Time		Successful designation of neighborhoods to local and national registers	Sustaining Regional Identity
2.2.2h	Engage civic and neighborhood associations, CHAP, city agencies, and preservation organizations to identify resources within the heritage area worthy of international recognition (as a World Heritage Site).			X			X	Neighborhood stakeholders, NPS, UNESCO	Staff Time		Successful designation of neighborhoods to international registers	Sustaining Regional Identity
2.2.2i	Participate in efforts to find new tenants and uses for underutilized structures, emphasizing uses that would complement the heritage resources within the heritage area.		X				X	DGS, CHAP, City Agencies, Interested Tenants	Staff Time		Successful placement of tenants in appropriate properties	Sustaining Regional Identity
2.2.2j	Working with CHAP and other stakeholders, participate in efforts to find new tenants and uses for city-owned landmarks.		X				X	DGS, CHAP, City Agencies, Interested Tenants	Staff Time		Successful placement of tenants in appropriate properties	Sustaining Regional Identity
2.2.3a	As part of the website clearinghouse, provide contact information for BHAA staff who can assist partners with addressing historic resource preservation issues and identifying preservation opportunities.	X					X		Staff Time		Communication of info on website	Sustaining Regional Identity
2.2.4a	Incorporate procedures within the BNHA communications plan regarding providing information on grant opportunities across all media platforms (digital and print).	X					X		Staff Time		Incorporation in communication plan and communication of info on website and other media	Sustaining Regional Identity

Table F.2 BALTIMORE NATIONAL HERITAGE AREA – STEWARDSHIP ACTION ITEMS

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
2.2.4b	Host or co-host grant workshops to help heritage partners better understand available historic preservation funds, what types of projects are funded through which programs, and how to apply.	X			X		MHT (MHAA)	Staff Time		Continuation of workshop collaboration with MHT (MHAA)	Sustaining Regional Identity
2.2.4c	Continue to provide technical assistance and grant application instruction to grantseekers.	X			X			Staff Time		Successful application of grants	Sustaining Regional Identity
2.3.1a	Working with stakeholders, such as the Maryland State Arts Council's Maryland Traditions Program and Greater Baltimore Cultural Alliance, determine the feasibility of a report identifying cultural resources within the heritage area.		X		X		MSAC, GBCA, Other Stakeholders	Staff Time		Completion and distribution of report	Sustaining Regional Identity
2.3.1b	Maintain the BNHA website to accurately reflect cultural resources and communicate additions via social media and print publications when feasible.	X			X			Staff Time		Communication of info on website	Sustaining Regional Identity
2.3.1c	Routinely update the heritage area's GIS database including shapefiles and accompanying metadata identifying cultural resources within the heritage area.		X		X		MSAC, GBCA, others	Staff Time		Compilation and updated GIS library	Sustaining Regional Identity
2.3.2a	Incorporate procedures within the BNHA communications plan regarding providing information on cultural resource sites, services, and events across all media platforms (digital and print).		X		X			Staff Time		Incorporation in communication plan and communication of info on website and other media	Sustaining Regional Identity
2.3.3a	As part of the website clearinghouse, provide contact information for BHAA staff who can assist partners with addressing cultural resource preservation issues and identifying preservation opportunities.		X		X			Staff Time		Communication of info on website	Sustaining Regional Identity
2.3.4a	Working with stakeholders, such as the Maryland State Arts Council's Maryland Traditions Program and Greater Baltimore Cultural Alliance, communicate availability of grant opportunities across all media platforms.		X		X		MSAC, GBCA, others	Staff Time		Communication of info on website and media platforms	Sustaining Regional Identity
2.3.4b	Host or co-host grant workshops to help heritage partners better understand available cultural resource preservation funds, what types of projects are funded through which programs, and how to apply.	X			X		MHT (MHAA)	Staff Time		Continuation of workshop collaboration with MHT (MHAA)	Sustaining Regional Identity

Table F.2 BALTIMORE NATIONAL HERITAGE AREA – STEWARDSHIP ACTION ITEMS

Action Ref #	Action	Short			Mid			Long			Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHA Activity Category
		1 to 3 Years	3 to 4 Years	5 to 10 Years	BHAA In-House	Collaboration	BHAA In-House	Collaboration	BHAA In-House	Collaboration							
2.3.4c	Continue to provide technical assistance and grant application instruction to grantseekers.	X									X	Staff Time		Successful application of grants	Sustaining Regional Identity		
2.4.1a	Work with CHAP, the Maryland Historical Trust, the Maryland State Highway Administration, the Baltimore City Department of Transportation, and other state and local agencies to collect archeological resource studies completed for sites within the heritage area. Focus on studies completed for NEPA and Section 106 compliance as a primary source of information. Maintain a digital library of archeological resource studies.			X							X	CHAP, MHT, SHIA, MDOT, Other Stakeholders	Staff Time	Compilation information in a digital library	Sustaining Regional Identity		
2.4.1b	Identify and collaborate with scholars to expand understanding of archeological resources and relevant research.			X							X	CHAP, MHT, Other Stakeholders	Staff Time	Reports on archeological resources	Sustaining Regional Identity		
2.4.1c	Develop an annotated bibliography for archeological resource studies.			X							X	CHAP, MHT	Staff Time	Compilation of bibliography	Sustaining Regional Identity		
2.4.1d	Create a GIS database including shapefiles and accompanying metadata identifying locations within the heritage area which have been subject to archeological resource studies.			X							X	CHAP, MHT	Staff Time	Compilation and updated GIS library	Sustaining Regional Identity		
2.4.2a	Work with local partners, such as Baltimore Heritage, Inc. and the Department of Recreation and Parks, to expand appreciation and involvement in public archeology programs.		X								X	BHI, R&P, Other Stakeholders	Staff Time	Implementation of public archeology programs	Heritage Product Development, Sustaining Regional Identity		
2.4.2b	Work with public agencies engaged in NEPA and Section 106 compliance activities to include mitigation measures for projects affecting archeological resources that promote public appreciation of local archeology.			X							X	CHAP, R&P, Other Stakeholders	Staff Time	Implementation of mitigation measures	Heritage Product Development, Sustaining Regional Identity		
2.4.2c	Review CHAP code to determine archeological resource protections in place and to identify potential measures for consideration that could further protect resources.		X								X	CHAP, Department of Planning, Mayor's Office and City Council	Staff Time	Inclusion of archeological protections in CHAP code and city-wide preservation plan	Sustaining Regional Identity		
2.4.2d	Identify key stakeholders willing to engage the Mayor and City Council in adding these protections and providing necessary staffing support to ensure viability of these protections.		X								X	CHAP, Stakeholders	Staff Time	Identification of stakeholders	Sustaining Regional Identity		
2.4.3a	Convene stakeholders to address issues related to the city's archeological collection held by the		X								X	CHAP, Stakeholders	Staff Time	Hold roundtable/conference	Sustaining Regional Identity		

Table F.2 BALTIMORE NATIONAL HERITAGE AREA – STEWARDSHIP ACTION ITEMS

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
	Maryland Historical Society. Address concerns related to: <ul style="list-style-type: none"> - research needed to ensure appropriateness of the collection - planning for storage, exhibition, and use - stewardship to protect, preserve, and account for museum objects over time 										
2.4.4a	As part of the website clearinghouse, provide contact information for BHAA staff who can assist partners with addressing archeological resource preservation issues and identifying preservation opportunities.	X	X			X		Staff Time		Communication of info on website	Sustaining Regional Identity
2.4.5a	Working with stakeholders, such as Baltimore Heritage and the Baltimore City Historical Society, communicate availability of grant opportunities across all media platforms.	X	X			X	BHI, BCHS, Others	Staff Time		Communication of info on website and media platforms	Sustaining Regional Identity
2.4.5b	Host or co-host grant workshops to help heritage partners better understand available archeological resource preservation funds, what types of projects are funded through which programs, and how to apply.	X	X			X	MHT (MHAA)	Staff Time		Continuation of workshop collaboration with MHT (MHAA)	Sustaining Regional Identity
2.4.5c	Continue to provide technical assistance and grant application instruction to grantseekers.	X	X			X		Staff Time		Successful application of grants	Sustaining Regional Identity
2.5.1a	Collaborate with the Department of Planning, the Baltimore Ecosystem Study, and heritage partners to stay abreast of ongoing research regarding the health and condition of the heritage area's natural resources. Maintain a digital library of natural resource studies pertinent to the heritage area.			X		X	Department of Planning, BES, DNR, Other Stakeholders	Staff Time		Compilation of library	Sustaining Regional Identity
2.5.1b	Periodically update the heritage area's GIS database including shapefiles and accompanying metadata regarding natural resources within the heritage area.			X		X	R&P, Department of Planning, DNR	Staff Time		Compilation of GIS library	Sustaining Regional Identity
2.5.2a	Identify natural resource issues and communicate key issues to heritage partners.			X		X	R&P, Department of Planning, DNR, Other Stakeholders	Staff Time		Identification of issues and communication across media platforms	Sustaining Regional Identity
2.5.2b	Identify emerging natural resource protection and conservation initiatives and identify ways in which the BHAA could support ongoing activities			X		X	R&P, P&P, Department of Planning, DNR,	Staff Time		Identification of issues and project collaboration with	Sustaining Regional Identity

Table F.2 BALTIMORE NATIONAL HERITAGE AREA – STEWARDSHIP ACTION ITEMS

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
	and emerging initiatives. Each year focus on collaboration with one identified partner.						Other Stakeholders			partner	
2.5.2c	Collaborate with conservation partners in efforts to restore and sustain the ecological health of the Inner Harbor and streams within the heritage area that are tributaries to the Chesapeake Bay.	X			X		DNR, Conservation Stakeholders	Staff Time		Identification of issues and project collaboration with partner	Sustaining Regional Identity
2.5.2d	Collaborate with conservation partners to enhance quality of life in heritage area neighborhoods by restoring urban tree cover.	X			X		DNR, Conservation Stakeholders	Staff Time		Identification of issues and project collaboration with partner	Sustaining Regional Identity
2.5.2e	Maintain the BNHA website to include information on resource conservation initiatives within the heritage area.		X		X			Staff Time		Communication of info on website	Sustaining Regional Identity
2.5.2f	Respond to POS Action Alerts by forwarding information to individuals and organizations on the BHAA mailing list. Write advocacy letters, as appropriate.		X		X			Staff Time		Communication of info and active advocacy	Sustaining Regional Identity
2.5.2g	Attend POS seminars and training opportunities (extend invites to BNHA partners).		X		X			Staff Time		Participation at POS events	Sustaining Regional Identity
2.5.2h	Stay informed and report back to POS regarding Baltimore City initiatives of potential interest to POS.		X		X			Staff Time		Reporting to POS	Sustaining Regional Identity
2.5.3a	As part of the website clearinghouse, provide contact information for BNHA staff who can assist partners with addressing natural resource stewardship issues and identifying stewardship opportunities.		X		X			Staff Time		Communication of info on website	Sustaining Regional Identity
2.5.4a	Working with stakeholders, such as Parks and People and the Department of Recreation and Parks, communicate availability of grant opportunities across all media platforms.		X		X		P&P, R&P	Staff Time		Communication of info on website and other media	Sustaining Regional Identity
2.5.4b	Host or co-host grant workshops to help heritage partners better understand available natural resource conservation funds, what types of projects are funded through which programs, and how to apply.		X		X		MHT (MHAA)	Staff Time		Continuation of workshop collaboration with MHT (MHAA)	Sustaining Regional Identity
2.5.4c	Continue to provide technical assistance and grant application instruction to grantseekers.	X			X			Staff Time		Successful application of grants	Sustaining Regional Identity

Table F.3 BALTIMORE NATIONAL HERITAGE AREA – HERITAGE TOURISM ACTION ITEMS

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
3.1.1a	Serve as the champion for heritage area partners' grant applications by working with partners to strengthen their applications and by providing support letters.	X				X	All eligible applicants	Staff Time		Competitive grant applications	Partnership Building
3.1.1b	Encourage local foundations and corporations to provide support and investment in Baltimore's heritage tourism product. For example, contact the Baltimore Area Grantmakers Association, Baltimore Community Foundation, France-Merrick Foundation, etc to encourage their support.	X				X	All local and regional foundations and corporations	Staff Time		Increase funding to heritage tourism partners	Partnership Building
3.1.1c	In partnership with Visit Baltimore and the Maryland Office of Tourism Development determine ways to track economic impact via investments made in Baltimore's tourism product.	X				X	Visit Baltimore Maryland Office of Tourism Development	Staff Time		Metrics for economic impact developed and statistics available	Partnership Building
3.1.1d	Include economic impact information in the BHAA's annual report and share that report broadly.	X			X			Staff Time, printing costs for annual report		Annual report includes economic impact information	Organizational
3.1.2a	Create an identity and branding plan.	X			X		Consultant	Estimate of \$50,000	TBD	Identity and branding plan	Organizational
3.1.2b	Review the Maryland Heritage Areas Authority, National Heritage Areas Program, and Alliance of National Heritage Areas identity and branding initiatives to inform the BHAA process.	X			X			Staff Time		Information fed into overall plan	Organizational
3.1.2c	Implement the identity and branding plan and conduct a survey to determine the successes and areas for improvement. Apply identity and branding recommendations to all program materials, the web, marketing materials and published materials.	X				X	Heritage area stakeholders	Estimate of \$20,000 for printing, etc	MHAA Marketing Grant	New identity and brand applied to all materials. Survey complete.	Organizational
3.1.2d	Explore ways to enhance public perception of organizational identity and mission (Baltimore Heritage Inc. vs BHAA).	X				X	Baltimore Heritage, Inc.	Staff Time		Recommendation made	Organizational
3.1.2e	Distribute the logo, tagline and branding elements to partners with incentives for their participation.	X				X	Heritage area partners	Staff Time, minimal printing	MHAA Marketing Grant	Branding elements distributed	Partnership Building
3.1.2f	Develop guidelines in cooperation with the National Park Service regarding when the NPS arrowhead can and cannot be used in conjunction with heritage area programs and partner programs.	X				X	National Park Service	Staff Time, minimal printing	MHAA Marketing Grant	Guidelines complete and distributed	Partnership Building

Table F.3 BALTIMORE NATIONAL HERITAGE AREA – HERITAGE TOURISM ACTION ITEMS

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
3.1.3a	Work with Visit Baltimore to include research elements in their regular research protocols in order to inform the BHAA marketing decisions.	X			X		Visit Baltimore	Staff Time		Research complete	Partnership Building
3.1.3b	Work with Visit Baltimore and partners to develop a baseline of attendance at key heritage area sites and attractions as well as Authentic Baltimore sites.	X			X		Visit Baltimore Heritage area partners	Staff Time		Baseline developed	Partnership Building
3.1.3c	Require and/or incentivize heritage area partners to track attendance and visitation as well as to find ways to identify whether visitors made their travel decisions based upon the heritage area.	X			X		Heritage area partners	Staff Time		Attendance statistics available	Partnership Building
3.1.4a	Create a heritage tourism marketing committee that reports to the board of directors. Use the committee to review and guide the BHAA's marketing efforts.	X			X		Committee members	Staff Time		Marketing committee formed	Organizational
3.1.4b	Create an RFP and hire a consultant to complete a marketing plan for the heritage area. Include Visit Baltimore in the planning process.	X			X		Visit Baltimore Consultant	\$50,000	TBD Private Foundation	Marketing plan complete	Organizational
3.1.4c	Implement the marketing plan in cooperation with Visit Baltimore and the Maryland Office of Tourism Development.		X		X		Visit Baltimore Maryland Office of Tourism Development	TBD	TBD MHAA Marketing Grant	Components of plan implemented	Organizational
3.1.4d	Apply for a Maryland Heritage Areas Authority marketing grant to implement the recommendations in the plan.		X		X			Staff Time	MHAA Marketing Grant	Complete grant application – grant awarded	Organizational
3.1.4e	Collaborate with Visit Baltimore to use the itineraries developed using the interpretive framework to promote thematic touring in Baltimore.		X		X		Visit Baltimore	Staff Time		Itineraries used to promote thematic touring	Partnership Building, Sustaining Regional Identity
3.1.5a	Continue to include Visit Baltimore on the heritage area's advisory committee.	X			X		Visit Baltimore	Staff Time		Visit Baltimore member on committee	Organizational
3.1.5b	Include a Visit Baltimore staff member as a member of the marketing committee.	X			X		Visit Baltimore	Staff Time		Visit Baltimore member on committee	Organizational
3.1.5c	Provide Visit Baltimore and other destination marketing organizations with messaging and interpretive materials that allow them to easily fold heritage area marketing into their regular work. Seek Visit Baltimore's guidance as appropriate.		X		X		Visit Baltimore State and regional DMOs	Staff Time		Messaging complete and distributed	Partnership Building, Sustaining Regional Identity
3.1.5d	Seek advice and guidance from Visit Baltimore when developing the annual work plan and	X			X		Visit Baltimore	Staff Time		Advice sought and	Partnership Building

Table F.3 BALTIMORE NATIONAL HERITAGE AREA – HERITAGE TOURISM ACTION ITEMS

Action Ref #	Action	Project Type			Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
		Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years					
	incorporate their recommendations as appropriate.						incorporated	Organizational	
3.1.5e	Share annual work plans and annual reports reciprocally with Visit Baltimore.	X			Visit Baltimore	Staff Time	Plans shared	Partnership Building, Organizational	
3.1.6a	Incorporate the identity and branding messages into the heritage area's website.	X		X		Staff Time, possible charges for website edits	Identity and branding incorporated into website	Sustaining Regional Identity	
3.1.6b	Include on the heritage area website a section that provides a general thematic overview, visitor itineraries, and links to the Maryland Office of Tourism Development portal page and the Visit Baltimore website.	X		X		Staff Time	Elements incorporated on website	Sustaining Regional Identity	
3.1.6c	Include on the heritage area website an interactive, GIS-based visitor experience map showcasing heritage area cultural heritage attractions, interpretive sites, and heritage neighborhoods.		X		Consultant	Staff Time \$10,000	Interactive map included on website	Heritage Tourism Product Development, Sustaining Regional Identity	
3.1.6d	Improve visibility of the heritage area through search engine optimization.	X		X		Staff Time	Heritage area more visible on web	Organizational	
3.1.6e	Assign a staff member, volunteer, or intern the responsibility of monitoring travel websites and reviews. Respond to negative reviews.		X			Staff Time	Monitoring system in place	Organizational	
3.1.6f	Create a web-based travel guide through Google Maps. Promote use of web-based video technology to promote the heritage area.		X		Consultant	Staff Time Estimate of \$10,000	Google Maps travel guide complete	Heritage Tourism Product Development, Sustaining Regional Identity	
3.1.6g	Create a number of videos that promote the heritage area and include these videos on the heritage area's website.		X		Videographer	Staff Time \$10,000	Promotional videos complete	Heritage Tourism Product Development, Sustaining Regional Identity	
3.1.6h	Develop incentives for heritage area partners to include a link to the heritage area's website on their website.	X		X	Heritage area partners	Staff Time Potential cost of incentives	Partners include links to heritage area on their websites	Partnership Building, Organizational	
3.1.6i	Develop incentives for tourism-related businesses to include a link to the heritage area website on their website.	X		X	Tourism-related businesses	Staff Time Potential cost of incentives	Businesses include links to heritage area on their websites	Partnership Building, Organizational	
3.1.7a	Explore ways to connect with the Maryland Heritage Areas Authority, National Heritage	X		X	MHAA, NHA Program, and	Staff Time	BNHA information	Partnership Building,	

Table F.3 BALTIMORE NATIONAL HERITAGE AREA – HERITAGE TOURISM ACTION ITEMS

Action Ref #	Action	Project Type			Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
		Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years					
	Area Program, and Alliance of National Heritage Areas communication systems that are in place.				ANHA				
3.1.7b	Maintain a regular communication system with stakeholders and partners.	X		X		Staff Time	Heritage area partners receive regular communications	Partnership Building, Organizational	Sustaining Regional Identity
3.1.7c	Encourage partners to submit their events and programs to the Greater Baltimore Cultural Alliance Fun Guide.	X		X	Heritage area partners	Staff Time	Increased number of heritage area partners provide their information to the GBCA Fun Guide	Partnership Building, Organizational	Sustaining Regional Identity
3.1.7d	Work with Visit Baltimore and the Greater Baltimore Cultural Alliance to draw the events and programs within the heritage area into a heritage area calendar of events hosted on the heritage area's website.		X		Visit Baltimore GBCA	\$5,000 annually	General operations	Heritage calendar created	Heritage Tourism Product Development, Partnership Building, Sustaining Regional Identity, Organizational
3.1.8a	Encourage partners to combine resources to promote visitation to the heritage area as a whole.	X			Heritage area partners	\$5,000 annually	General operations	Combined promotions	Sustaining Regional Identity
3.2.1a	Research existing and prior attempts at reducing sign proliferation.		X		B DOT, Office of Neighborhoods, Downtown Partnership, CHAP	Staff Time		Summary of research complete	Partnership Building, Sustaining Regional Identity
3.2.1b	Offer the heritage area as an opportunity to partners to pursue undertaking a comprehensive survey to address sign proliferation and to create improved experiences for visitors.		X		B DOT, Office of Neighborhoods, Downtown Partnership, CHAP, heritage area partners	Staff Time		Recommendation made	Partnership Building, Sustaining Regional Identity

Table F.3 BALTIMORE NATIONAL HERITAGE AREA – HERITAGE TOURISM ACTION ITEMS

Action Ref #	Action	Short		Mid		Long		Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
		1 to 3 Years	3 to 4 Years	5 to 10 Years	BHAA In-House	Collaboration								
3.2.1c	Using the heritage area's marketing committee work with key stakeholders and partners (including Commission for Historical and Architectural Preservation, Department of Transportation, neighborhood organizations, Downtown Partnership, Baltimore Tourism Association, and others as appropriate) develop standards for signs and begin the process of implementing the new standards.	X		X				X	Staff Time	CHAP, BDOT, Office of Neighborhoods, Downtown Partnership, BTA, neighborhood organizations, Marketing Committee			Standards developed and disseminated	Partnership Building, Sustaining, Regional Identity
3.2.1d	Determine appropriate sign locations; produce, and install signs.			X				X	Staff Time TBD (estimate of \$500,000)	BDOT Contractor	TBD		Signs produced and installed	Sustaining Regional Identity
3.2.2a	Consider adapting the walking tour kiosk at the Inner Harbor Visitor Center to also serve as an information center for the heritage area.		X				X		Staff Time \$30,000	Visit Baltimore Inner Harbor Visitor Center staff	TBD		Revamped kiosk	Heritage Tourism Product Development
3.2.2b	Consider developing additional kiosks that may be used at other visitor or orientation spots throughout the heritage area.		X				X		\$50,000/kiosk TBD	Sites and neighborhoods TBD	TBD		Additional kiosks created	Heritage Tourism Product Development
3.2.2c	In partnership with Visit Baltimore and high visitation sites and attractions identify the possible locations and settings where orientation exhibits would be most beneficial.		X				X		Staff Time	Visit Baltimore Key sites and attractions			Recommendation made	Heritage Tourism Product Development, Partnership Building, Sustaining Regional Identity
3.2.2d	Explore the creation of outdoor and indoor orientation exhibits through partnerships and grant opportunities.		X				X		Staff Time	Possible sites	TBD		Recommendation made	Heritage Tourism Product Development
3.2.3a	Provide existing visitor centers at the Inner Harbor and Fell's Point with appropriate heritage area interpretive materials and guides for distribution to the public.	X						X	\$10,000 annually (printing)	Inner Harbor Visitor Center, Fell's Point Visitor Center, Federal Hill Visitor Center	General operating		Information provided for distribution	Partnership Building, Sustaining Regional Identity
3.2.3b	Provide training to visitor center staff and volunteers on what the heritage area is and how visitors and residents can best experience all that it has to offer.	X						X	Staff Time Minimal amount for printing	Visitor Center staff	General operating		Training provided, front line staff more informed	Partnership Building
3.2.3c	Support efforts to establish additional visitor centers where appropriate within the heritage area. Examples include Mt. Vernon, Harbor East, etc.		X				X		Staff Time TBD	Sites and neighborhoods TBD	TBD		Forward movement on the development of new visitor centers	Heritage Tourism Product Development, Partnership Building

Table F.3 BALTIMORE NATIONAL HERITAGE AREA – HERITAGE TOURISM ACTION ITEMS

Action Ref #	Action	Short		Mid	Long	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
		1 to 3 Years	3 to 4 Years			5 to 10 Years	BHAA In-House					
3.2.3d	Provide Baltimore's top historical and cultural attractions (e.g. Fort McHenry National Monument and Historic Shrine, Maryland Science Center, National Aquarium, etc) with orientation materials on the heritage area in order to inform their staff and the general public visiting their institutions.	X					X	Fort McHenry NMHS, Science Center, National Aquarium, and other sites TBD	\$4,000 annually (printing)	General operating	Information provided for distribution	Partnership Building, Sustaining Regional Identity
3.2.3e	Explore ways to market the Top of the World Observation Deck in the World Trade Center (managed by the Baltimore Office of Promotion and the Arts) as an excellent orientation to the heritage area.		X				X	BOPA Visit Baltimore	Staff Time		Recommendation made	Partnership Building
3.2.3f	Working with the Maryland Aviation Authority, MOTD, and Visit Baltimore, explore opportunities to promote the heritage area and its heritage resources with an exhibit or kiosk installation at Baltimore-Washington International Thurgood Marshall Airport (BWI).		X				X	Maryland Aviation Authority, MOTD, Visit Baltimore	Staff Time	MHAA, Private Sponsors (TBD), Grant Sources (TBD)	Installation of exhibit at BWI Airport	Heritage Tourism Product Development, Sustaining Regional Identity
3.3.1a	Develop a toolkit that heritage neighborhoods can use to partner with the BHAA and Visit Baltimore in order to promote their programs and activities.		X				X	Visit Baltimore	Staff Time, printing costs TBD	General operating	Toolkit created and accessible	Partnership Building
3.3.1b	Continue to enhance, grow, and sustain the Urban Ranger Program as a means of connecting heritage neighborhoods with visitors; explore the idea of training heritage neighborhood ambassadors that could serve in this role.	X					X	Urban Ranger Staff, neighborhood leaders	\$25-30,000/year	General operating Fees	Ranger program sustained Recommendation on new offerings	Heritage Tourism Product Development, Partnership Building
3.3.1c	Publicize heritage neighborhoods to visitors and residents by featuring heritage neighborhoods in interpretive, marketing, and promotional materials, and on the heritage area website.		X				X	Visit Baltimore Heritage Neighborhoods	Staff Time		Awareness of heritage neighborhoods increases	Partnership Building
3.3.2a	Continue to develop the Authentic Baltimore program in order to provide businesses that serve the heritage tourism market a venue for marketing themselves to the cultural heritage traveler.	X					X	Participating sites and businesses	Staff Time		Heritage tourism businesses engaged in the program	Partnership Building, Sustaining Regional Identity
3.3.2b	In partnership with Visit Baltimore, designate the Authentic Baltimore program as the heritage area's official quality stamp of approval for providing unique Baltimore experiences for travelers and residents.		X				X	Visit Baltimore Participating sites	Staff Time		Authentic Baltimore recognized regionally	Partnership Building, Sustaining Regional Identity
3.3.2c	Encourage heritage tourism businesses to take advantage of Maryland Heritage Area	X					X	Heritage tourism business	Staff Time		Increased number of	Partnership Building

Table F.3 BALTIMORE NATIONAL HERITAGE AREA – HERITAGE TOURISM ACTION ITEMS

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
	Authority loans and other opportunities through the heritage area's website.						partners			applicants to MHAA's program	
3.3.2d	Explore hosting an annual workshop for heritage tourism-related businesses and organizations.		X		X		Heritage area partners and stakeholders	Staff Time TBD	TBD	Annual Workshop to share information	Partnership Building
3.3.2e	Consider creating an Authentic Baltimore or heritage area product line with businesses and local partners; seek advice and guidance and potentially partner with Maryland Traditions on the effort.		X		X		Business community Maryland Traditions	Staff Time TBD	TBD Private Investment potential	Recommendation made	Heritage Tourism Product Development, Partnership Building, Sustaining Regional Identity
3.3.2f	Provide assistance to businesses that enable residents and visitors to enjoy Baltimore's waterways and that provide links to the Chesapeake Bay.		X		X		Business community National Park Service – Chesapeake Bay Gateways Network	Staff Time		Forms of assistance developed	Partnership Building
3.3.2g	Collaborate with and support Visit Baltimore's Certified Tourism Ambassador (CTA) program to create an informed and engaged visitor services base.	X			X		Visit Baltimore CTA Program CTAs and heritage area partners	Staff Time		More informed and engaged visitor service support staff	Partnership Building, Sustaining Regional Identity
3.3.3a	Determine what the heritage area partners' training needs are and identify what form of training or technical assistance will be most helpful.		X		X		Heritage area partners	Staff Time Potential training costs	TBD	Training needs determined and resources shared	Partnership Building
3.3.3b	Identify other organizations that may already provide these forms of training.		X		X		Other organizations offering training	Staff Time		Other training opportunities identified	Partnership Building
3.3.3c	Prepare a calendar of training opportunities and encourage grant recipients (and other heritage area partners) to participate in at least one workshop or training session each year.		X		X		Heritage area partners	Staff Time		Training calendar created and accessible	Partnership Building
3.3.3d	Provide a certification program for regional tour guides that includes incentives for their participation as well as ongoing opportunities for re-certification and additional training.	X			X		Regional guides Trainers	\$3,000/training session	General operations Fees	Annual certification program	Partnership Building, Sustaining Regional Identity

Table F.3 BALTIMORE NATIONAL HERITAGE AREA – HERITAGE TOURISM ACTION ITEMS

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
3.3.4a	Identify sources of funding for the matching grant program.	X			X		Potential Funders National Park Service	\$100,000/year	Federal funds	Matching grant program in place	Heritage Tourism Product Development, Partnership Building, Sustaining, Regional Identity
3.3.4b	Create guidelines and an application for the program as well as deadlines and a process for reviewing and awarding the grants.	X			X			Staff Time		Guidelines created and distributed	Partnership Building, Organizational
3.3.4c	Encourage applicants to also apply for the BHAA's grant programs in order to receive guidance and potential financial support prior to seeking funding from MHAA.	X			X		Potential applicants	Staff Time		High number of competitive applications	Partnership Building
3.3.4d	Rank strong applications high in the review process in order to provide their application with leverage once it goes to MHAA for review.	X			X		Advisory Committee	Staff Time		Competitive applications forwarded to MHAA	Partnership Building

Table F.4 BALTIMORE NATIONAL HERITAGE AREA – NEIGHBORHOODS ACTION ITEMS

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
4.1.1a	Establish program elements and standards in support of a heritage neighborhoods program. Include criteria for heritage neighborhood designation based on interpretive presentation, available visitor services, planning, and commitment to historic preservation.	X				X	Neighborhoods, BCHS, Universities	Varies	TBD	Identify heritage area products and programs with partners which enhance visitor experience, increase quality/pride of neighborhood	Heritage Product Development, Partnership Building, Sustaining Regional Identity
4.1.1b	Implement methods for announcing the program to neighborhoods and communicating potential benefits of participation.	X				X		Staff Time		Increased awareness of the heritage area, programs and resources	Partnership Building, Sustaining Regional Identity
4.1.1c	Assist neighborhoods interested in designation as heritage neighborhoods with meeting criteria for the program.	X				X		Staff Time		Provide heritage area the opportunity to participate in programs, recognition as a heritage area neighborhood	Partnership Building, Sustaining Regional Identity
4.1.1d	Categorize neighborhoods not yet meeting program criteria but with organized interest in doing so as emerging heritage neighborhoods. Work with these neighborhoods to address needs with the goal of meeting program criteria for designation.			X		X	Office of Neighborhoods, City Council, LiveBaltimore, BDC Main Streets,	Varies	TBD	A completed inventory of heritage neighborhood resources, participation in grant funding opportunities	Partnership Building, Sustaining Regional Identity
4.1.1e	Create a neighborhood database for all neighborhoods within the heritage area.		X			X		Staff Time		A completed inventory for all neighborhood resources, participation in grant funding opportunities	Heritage Product Development, Partnership Building, Sustaining Regional Identity
4.1.1f	Promote the heritage neighborhood program with neighborhood partners.	X				X		Staff Time		Public awareness of all heritage /implement programs which are accessible to all neighborhoods	Partnership Building, Sustaining Regional Identity

Table F.4 BALTIMORE NATIONAL HERITAGE AREA – NEIGHBORHOODS ACTION ITEMS

Action Ref #	Action	Project Type			Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
		Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years					
4.1.1g	Identify neighborhood community leadership willing to be the point of contact for their heritage neighborhood or emerging heritage neighborhood.	X	X	X	Community Organizations, Office of Neighborhoods, City Council, BDC	Varies	TBD	Identify and cultivate relationships with community leaders, encourage participation/Active Community leadership Collective	Heritage Product Development, Partnership Building, Sustaining Regional Identity
4.1.1h	Provide technical assistance such as helping to organize staff and identifying neighborhood resources	X	X	X	Staff Time	Staff Time		Assist high priority neighborhoods access resources for enhancements	Heritage Product Development, Partnership Building, Sustaining Regional Identity
4.1.1i	Provide technical assistance with developing guided, self-guided or web-based heritage neighborhood walking tours.	X	X	X	BCHS, Community Organizations, Universities	Staff Time		Accessibility and public awareness to less visited neighborhoods and instill community ownership and pride	Heritage Product Development, Partnership Building, Sustaining Regional Identity
4.1.1j	Encourage applications for matching grants for qualifying preservation, interpretation, and enhancement initiatives.	X		X		Staff Time		Preserving neighborhood heritage resources	Partnership Building, Sustaining Regional Identity
4.1.1k	Develop a matching grant program for qualifying preservation, interpretation, and enhancement initiatives.			X		Staff Time		Provide assistance for sustaining capital resources and identifying themes for community and visitation	Partnership Building, Sustaining Regional Identity
4.1.1l	Implement a neighborhood greening grant program for community-driven greening projects	X	X	X	Community Organizations, Park and Rec, Parks and People	Staff Time		Enhance open spaces, gardens. Assist neighborhoods with blight and trash removal	Partnership Building

Table F.4 BALTIMORE NATIONAL HERITAGE AREA – NEIGHBORHOODS ACTION ITEMS

Action Ref #	Action	Short		Mid		Long		Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
		1 to 3 Years	3 to 4 Years	3 to 4 Years	5 to 10 Years	BHAA In-House	Collaboration							
4.1.1m	Support neighborhood activities that connect neighborhoods to heritage area interpretive themes.	X									Staff Time		Support and promote heritage area themes during neighborhood events.	Partnership Building, Sustaining Regional Identity
4.1.1n	Coordinate completion of a neighborhood history and resource matrix for heritage neighborhoods with participation from local schools, colleges, and community historians. Make the history and matrix available online for community and visitor reference.		X								Staff Time		A completed inventory of heritage neighborhood resource with connecting interpretive themes, engage community leaders and residents to creative programs with BNHA assistance.	Heritage Product Development, Partnership Building, Sustaining Regional Identity
4.1.1o	Use interpretive, marketing and promotional material for public education in neighborhoods.	X						X			Staff Time		Signage, banners, flags for heritage to use for public engagement and enhance visitor experience	Partnership Building, Sustaining Regional Identity
4.1.1p	Work with neighborhood and civic groups to expand volunteer maintenance programs, such as “adopt a street/highway” efforts.				X					BDOT, Community Organizations	Staff Time		Encourage the use of community resources for pedestrian and vehicle	Partnership Building, Sustaining Regional Identity
4.1.2a	Collaborate with BDOT staff to assess ways in which complete streets concepts and streetscape enhancements could benefit neighborhoods throughout the heritage area.				X					BDOT, Planning, Community Organizations	Staff Time		Improve partnership with city agency, encourage program to make community resources accessible	Partnership Building
4.1.2b	Identify neighborhoods that would benefit from complete streets planning or streetscape efforts. Advocate for plans to be completed by BDOT for those neighborhoods. Give priority			X						Planning, BDOT, Community Organizations	Staff Time		Improve partnership with city agency, encourage	Partnership Building, Sustaining Regional Identity

Table F.4 BALTIMORE NATIONAL HERITAGE AREA – NEIGHBORHOODS ACTION ITEMS

Action Ref #	Action	Project Type			Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
		Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years					
	to plans for heritage neighborhoods and emerging heritage neighborhoods.							program to make community resources accessible	
4.1.2c	Engage as an active stakeholder in the city's complete streets and streetscape planning efforts for all neighborhoods within the heritage area.	X		X	Planning, BDOT, Office of Neighborhoods	Staff Time		Improve partnership with city agency, encourage program to make community resources accessible	Partnership Building, Sustaining Regional Identity
4.1.2d	Collaborate with BDOT on the upcoming Red Line by providing interpretive information on heritage neighborhoods and heritage resources.		X		BDOT, BDC, Office of Neighborhoods, MTA	Staff Time		Sustain relationship with stakeholders, Heritage area neighborhoods, build public awareness of heritage neighborhoods	Partnership Building, Sustaining Regional Identity
4.1.2e	Collaborate with heritage neighborhoods, Parks and People Foundation, and the city arborist to identify where new trees can be planted. Work with heritage neighborhoods to develop a green maintenance program.		X		Community organizations, Recreation and Parks, Parks and People	Staff Time		Build partnerships, the Heritage Area is seen as an effective partner in supporting the efforts to increase city wide tree canopy	Partnership Building, Sustaining Regional Identity
4.1.2f	Assist partners in their efforts to implement previously planned and programmed enhancements for the Charles Street National Scenic Byway within the heritage area.		X		SHA, BDOT, Historic Charles Street Assn.	Staff Time		Become an active partner in planning process Confirm heritage area's involvement was important to the completion of the project	Partnership Building, Sustaining Regional Identity
4.1.2g	Assist partners with extending existing downtown/midtown streetscape projects north of Mt. Vernon and south of downtown.		X		BDOT, BDC, DPOB	Staff Time		Become an active partner in planning process Confirm heritage	Partnership Building

Table F.4 BALTIMORE NATIONAL HERITAGE AREA – NEIGHBORHOODS ACTION ITEMS

Action Ref #	Action	Project Type			Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
		Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years					
								area's involvement was important to the completion of the project	
4.1.2h	Assist partners with providing a continuous sidewalk with landscape buffers (where right-of-way is adequate) on both sides of Charles Street.		X		HCSA, BDOT	Staff Time		Become an active partner in planning process Confirm heritage area's involvement was important to the completion of the project	Partnership Building, Sustaining Regional Identity
4.1.2i	Assist partners with working with utility companies to minimize the impact of overhead utility wires on roadside vegetation.		X		Staff, BDOT	Staff Time			Partnership Building, Sustaining Regional Identity
4.1.2j	Assist partners with installation of standard historic street pedestrian light poles and fixtures.		X		BDOT, BDC Main Streets	Staff Time		Become an active partner in planning process Increase safety and enhanced visitor experience	Partnership Building
4.2.1a	Collaborate with staff in the city's neighborhood planning program to assess ways in which the BHAA and the city can work together in neighborhoods.	X			Planning, Community Organizations, Office of Neighborhoods, City Council	Staff Time		Become an active partner in planning process Confirm heritage area is an asset to collaboration	Partnership Building, Sustaining Regional Identity
4.2.1b	Identify neighborhoods that would benefit from a neighborhood planning effort and advocate for plans to be completed by the city for those neighborhoods. Give priority to potential plans for heritage neighborhoods and emerging heritage neighborhoods.	X			Planning, Neighborhood leaders, Community organizations, Office of Neighborhoods, City Council	Staff Time		Build a sustaining relationship with neighborhoods. Identify neighborhoods with greatest needs. Implement actions to improve neighborhoods	Partnership Building, Sustaining Regional Identity
4.2.1c	Engage as an active stakeholder in the city's neighborhood planning efforts for identified	X			Planning, Community	Staff Time		Become an active partner in	Partnership Building,

Table F.4 BALTIMORE NATIONAL HERITAGE AREA – NEIGHBORHOODS ACTION ITEMS

Action Ref #	Action	Project Type			Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
		Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years					
	neighborhoods.				organizations, Office of Neighborhoods, City Council			planning process Confirm heritage area is an asset to collaboration	Sustaining Regional Identity
4.2.1d	Make available to main street managers information on heritage resources and relevant interpretive themes for use in communications and in support of main street initiatives.	X			BDC Main Streets, Community organizations	Staff Time		Create a Main Streets Heritage template. All Main Streets managers using the same heritage resources to incorporate interpretive themes	Heritage Product Development Partnership Building, Sustaining Regional Identity
4.2.1e	Assist main street managers with hosting preservation meetings in main street neighborhoods.	X		X	BDC Main Streets, Community organizations, Preservation Maryland, LiveBaltimore	Staff Time		Develop a Main Streets Heritage resource workshop and preservation kit. All heritage area neighborhoods to receive similar preservation information	Heritage Product Development, Partnership Building, Sustaining Regional Identity
4.2.1f	Assist main street managers with creatively promoting history and heritage within main street neighborhood events.	X		X	BDC Main Streets, Community Organizations	Staff Time		Create a Main Streets Heritage resource kits templates. All Main Streets managers using the same heritage resources to incorporate interpretive themes, some specificity based on neighborhood	Heritage Product Development, Partnership Building, Sustaining Regional Identity
4.2.1g	Encourage applications for matching grants for qualifying preservation and enhancement initiatives within the heritage area's six main street neighborhoods.	X		X		Staff Time		Preserving neighborhood heritage resources	Partnership Building
4.2.1h	Develop a matching grant program for			X		Staff Time			Partnership

Table F.4 BALTIMORE NATIONAL HERITAGE AREA – NEIGHBORHOODS ACTION ITEMS

Action Ref #	Action	Short		Mid		Long		Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
		1 to 3 Years	3 to 4 Years	3 to 4 Years	5 to 10 Years	BHAA In-House	Collaboration							
	qualifying preservation, interpretation, and enhancement initiatives.													Building
4.2.1i	Assist main street managers in exploring with Baltimore City options to facilitate use of flags and banners on buildings within the heritage area.	X							X	BDC Main Streets, Office of Neighborhoods	Staff Time		Building partnership and providing resource for heritage identity City to sanction use of heritage area banners and flags	Partnership Building, Sustaining Regional Identity
4.2.1j	Assist the Baltimore City Office of Promotion and the Arts and the arts and entertainment district managers with creatively promoting history and heritage during arts and entertainment district events.	X							X	BOPA, Art and Entertainment Districts, Community organizations	Staff Time		Become an active partner in planning process of heritage events, increase public awareness of heritage area Confirm heritage area is an asset to collaboration	Heritage Product Development, Partnership Building, Sustaining Regional Identity
4.2.1k	Encourage applications for matching grants for qualifying preservation and enhancement initiatives within the heritage area's three arts and entertainment districts	X						X			Staff Time			Partnership Building
4.2.1l	Develop a matching grant program for qualifying preservation and enhancement initiatives within the heritage area's three arts and entertainment districts.				X				X		Staff Time			Partnership Building
4.3.1a	Support the Baltimore Trails Council and Bike Baltimore with identifying needs and priorities for the development and continued maintenance of the city's trail system group.		X						X	Planning Bike Baltimore, Trails Council, Rec and Park, Parks and People	Staff Time		Perception that heritage area assisted with the implementation.	Partnership Building
4.3.1b	Collaborate with appropriate partners for a Herring Run greenway trail.		X						X	Trail Council, Rec and Park, Parks & People, Trail Neighborhoods	Staff Time		Build and sustain partnerships with trail partners Recognition as partner in projects or programming	Partnership Building, Sustaining Regional Identity
4.3.1c	Continue support of the maintenance and enhancement of the Gwynns Falls and Jones Falls Trails.	X						X		Trail Council, Rec and Park, Parks and	Staff Time		Sustain partnerships with trail	Partnership Building, Sustaining

Table F.4 BALTIMORE NATIONAL HERITAGE AREA – NEIGHBORHOODS ACTION ITEMS

Action Ref #	Action	Project Type			Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
		Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years					
					People, Trail Neighborhoods			partners Recognition as partner in projects or programming	Regional Identity
4.3.1d	Research models of successful overarching friends groups for city park systems.		X		City Planning, Rec and Park,	Staff Time		Identify best practices, encourage use of best practices. Implementation of best practice	Partnership Building, Sustaining Regional Identity
4.3.1e	Convene park and open space partners to assess potential opportunities for a city parks and open space friends group.			X	City Planning, Rec and Park, Friends Groups	Staff Time		Implementation of best practices. Recognition as an active partner and positive result for open spaces uses	Partnership Building, Sustaining Regional Identity
4.3.1f	Provide technical assistance with developing guided, self-guided, or web-based park walking tours.		X		BCHS, BHI, local Universities, Community organizations	Staff Time		Identify, collaborate with partners to develop tours for neighborhoods with resources. Public access to information	Heritage Product Development, Partnership Building, Sustaining Regional Identity
4.3.1g	Encourage applications for matching grants for interpretation initiatives in parks.	X				Staff Time		Preserving neighborhood heritage resources for public education/recognition as a heritage area partnership or project	Partnership Building, Sustaining Regional Identity
4.3.1h	Develop a matching grant program for qualifying interpretation initiatives in parks.			X		Staff Time		Provide financial assistance for sustaining park and identifying interpretive themes for public education/recognition as a	Partnership Building

Table F.4 BALTIMORE NATIONAL HERITAGE AREA – NEIGHBORHOODS ACTION ITEMS

Action Ref #	Action	Project Type			Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
		Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years					
								heritage are product and partnership	
4.3.1i	Collaborate with DPOB and Baltimore City to assess opportunities for implementing priority open space projects.		X		BDC, Planning, Office of Neighborhoods, City Council, Rec and Park, Community organizations	Staff Time		Build partnership with partners, become active member in process. Recognition of Heritage Area participation in implementation process	Heritage Product Development, Partnership Building, Sustaining Regional Identity
4.3.1j	Identify heritage neighborhoods and emerging heritage neighborhoods that would benefit from priority open space projects and advocate for early implementation of those projects.		X		Office of Neighborhoods, City Council, Community organizations	Staff Time		More open space projects planned/ Increased open spaces for in high priority heritage area neighborhoods	Partnership Building
4.3.1k	Engage as an active stakeholder in efforts led by the DPOB and the city to implement priority projects.	X			Office of Neighborhoods, City Council, Community organizations	Staff Time		Build and sustain relationship with BDC/ recognized partners in implementing projects	Partnership Building
4.3.1l	Encourage applications for matching grants for qualifying open space projects.	X				Staff Time		Preserving neighborhood open spaces as a heritage resources/ Enhance existing open spaces	Partnership Building
4.3.1m	Develop a matching grant program for qualifying open space projects.			X		Staff Time		Provide partial financial assistance for open space projects/ increased open spaces for public use	Partnership Building

Table F.5 BALTIMORE NATIONAL HERITAGE AREA – MANAGEMENT ACTION ITEMS

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
5.1.1a	Expand the board of directors to the desired maximum number of members needed to conduct the affairs of the BHAA and to carry out the board's legal and financial responsibilities. Bring in individuals with diverse skills, backgrounds, and experiences who are committed to board service. Include at least one resource conservation representative.	X			X		Potential board members	Staff and Board Time	N/A	Expanded board including a resource conservation representative	Organizational
5.1.1b	Expand board governing documents to include policies and procedures regarding board operations and accountability, such as: <ul style="list-style-type: none"> - board responsibilities - board composition (board size, terms and term limits, board member recruitment, annual board self-assessment, removing inactive board members) - board governance - delegation of decision-making authority and oversight of delegated activities - approval of transactions - conflict of interest - transactions with insiders - whistleblower - annual meeting schedule 	X			X			Staff and Board Time	N/A	Governing documents approved	Organizational
5.1.1c	Develop and maintain a board manual that provides board members with clear expectations for their service, informs members about the board's legal and fiduciary responsibilities, describes board operating procedures, and provides important board policies.	X			X			Staff Time	N/A	Manual completed and distributed	Organizational
5.1.1d	Delegate decision-making authority by establishing committees of the board with clearly defined roles and responsibilities for reporting to the board or staff, including: <ul style="list-style-type: none"> - board responsibilities - executive committee - heritage advisory committee - development committee - marketing committee - nominating committee - standing committees (as needed) - special committees (as needed) 	X			X			Staff and Board Time	N/A	Committees formed Responsibilities communicated	Organizational
5.1.1e	Establish policy describing lines of authority, communication, and responsibility between the board and staff, and delegating supervisory authority over all staff to the	X			X			Staff and Board Time	N/A	Policy established	Organizational

Table F.5 BALTIMORE NATIONAL HERITAGE AREA – MANAGEMENT ACTION ITEMS

Action Ref#	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
	executive director.										
5.1.1f	Conduct board orientation meetings at a minimum of every three years.		X		X			Staff and Board Time	N/A	Conduct meetings	Organizational
5.1.2a	As part of annual work plan development complete annual reviews of the BHAA's programs and activities to assess staffing and consultant needs. Accompany these reviews with annual plans for funding needed to support staff and consultants.	X			X			Staff Time	N/A	Annual reviews complete Recommendation made	Organizational
5.1.2b	Secure funding to support up to six full-time staff, including an executive director and staff to support current programs and activities, as follows: <ul style="list-style-type: none"> - interpretation and education - historic preservation - marketing, development, and grantwriting - recreation and natural resource protection and conservation - operations 			X	X			Estimate of \$200,000/year of additional support	TBD	Funding secured, probably over a phased period	Organizational
5.1.2c	Continue to use consultants to meet the BHAA's need for legal counsel and accounting services.	X			X		Legal and accounting consultants	\$15,000/year	General operating	Legal counsel and accounting services retained	Organizational
5.1.2d	Engage additional consultants, as needed, to provide professional services as needed for routine operations and for special projects, such as: <ul style="list-style-type: none"> - information technology - website development and maintenance - graphic design - geographic information system (GIS) database maintenance and development - fundraising - insurance and employee benefits 	X			X	Consultants as needed	TBD	TBD	Potential grant funding depending upon the project	Consultants retained as necessary	Organizational
5.1.2e	Complete and maintain current written job descriptions for all staff.	X			X			Staff Time		Completed job descriptions	Organizational
5.1.2f	Develop an employee manual including written personnel policies with appropriate accompanying procedures or guidelines that conform to federal and state law.	X			X			Staff Time Minimal printing costs	General Operating	Employee Manual complete	Organizational
5.1.2g	Develop and implement procedures for selecting consultants and securing contracts.	X			X			Staff and Board Time		Procedures complete	Organizational
5.1.2h	Develop a volunteer program that includes volunteer guidelines, volunteer contracts, incentives, and recognition programs.		X		X			Staff Time		Volunteer program formalized	Organizational
5.1.2i	Collaborate with local universities and colleges	X				Colleges and	X	Staff Time		Interns and class	Organizational

Table F.5 BALTIMORE NATIONAL HERITAGE AREA – MANAGEMENT ACTION ITEMS

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
	to use interns and class studios to assist the BHAA with achieving its goals and objectives where appropriate.						Universities			studios engaged	
5.1.3a	Assemble BHAA policies and procedures into an organizational manual that guides activities of the board and staff.		X		X			Staff and Board Time	Organizational Manual Complete	Organizational	
5.2.1a	Prepare an annual budget that is reviewed and approved by the board using the following basic steps: <ul style="list-style-type: none"> - develop an annual work plan - determine the costs of carrying out the annual plan - make income projections - compare expenses to income and adjust as necessary - conduct board review and approve budget 	X			X			Staff and Board Time	Annual Budget	Organizational	
5.2.2a	Keep clear, complete, and accurate financial records with supporting documentation, including cash receipts journal, cash disbursements journal, payroll records, and general journal.	X			X		Accounting and Audit Team	Staff Time	Complete financial records	Organizational	
5.2.3a	Prepare quarterly financial reports for board review on a regular (at least quarterly) basis and a final report at year end.	X			X		Accounting and Audit Team	Staff and Board Time	Quarterly financial reports and year-end report	Organizational	
5.2.4a	Have annual audits of the BHAA's financial reports prepared by a certified public accountant (CPA).	X			X		Accounting and Audit Team	Staff and Board Time	Complete annual audit	Organizational	
5.2.4b	Meet requirements for audits of National Heritage Area Program – Heritage Partnership Program funding records by: <ul style="list-style-type: none"> - completing required audits of federal heritage partnership program funding records following Generally Accepted Government Audit Standards (GAGAS); submit audit report to the heritage partnership program - submitting annual audit status reports to the heritage partnership program - requiring in all agreements authorizing expenditures of federal funds by other organizations, that the receiving organizations make available for audit all records and other information pertaining to the expenditure of the funds 	X			X		Accounting and Audit Team National Park Service	Staff Time	All required materials and reports submitted to National Heritage Area Program	Organizational	
5.2.5a	Formalize the BHAA's system of fiscal controls regarding budget monitoring and budget amendment, handling of cash receipts, cash	X			X		Accounting and Audit Team	Staff Time	Fiscal controls finalized and in print	Organizational	

Table F.5 BALTIMORE NATIONAL HERITAGE AREA – MANAGEMENT ACTION ITEMS

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
	disbursements, and physical controls and security measures.										
5.2.6a	Formalize the BHAA's policies for short-term investments, long-term investment of permanent funds, and the uses of dedicated funds.	X				X		Staff and Board Time		Policies formalized	Organizational
5.3.1a	Establish a development committee of the board responsible for overseeing preparation and implementation of a development plan.	X				X		Development Committee members		Development committee established	Organizational
5.3.1b	Prepare for development planning by: <ul style="list-style-type: none"> - assessing internal factors that affect the BHAA's readiness for development - assessing external factors that affect the BHAA's approach to development - defining the prospective donor pool 	X				X		Development committee members	Assessment and review complete	Organizational	
5.3.1c	Prepare a long-term (5-year) development plan with accompanying annual work plans with the goal of integrating development into all aspects of programs and operations.	X				X		Development committee members Consultant Team	TBD	Completed Development Plan	Organizational
5.3.1d	Update the long-range development plan on a regular basis to maintain a time horizon beyond the annual work plan of at least three years.		X			X		Development Committee	Staff and Board Time	Development Plan updates completed	Organizational
5.3.1e	Establish restricted special funds to support critical elements of the development program.	X				X		Development Committee	Staff and Board Time	Restricted fund established	Organizational
5.3.1f	Include staff time to coordinate and implement development activities in the BHAA's annual work plans.	X				X			Staff Time	Staff time included	Organizational
5.3.1g	Provide training to staff in development skills.	X				X		Training Providers	Staff Time Cost of training varies	Staff trained in development	Organizational
5.3.2a	Seek annual grant support from Baltimore City's General Fund.	X				X			Staff Time	Requests submitted Funds received	Organizational
5.3.2b	Seek additional grant support from other grant programs administered by Baltimore City agencies when available.	X				X			Staff Time	Requests submitted Funds received	Organizational
5.3.2c	Pursue a dedicated revenue stream through the Baltimore City budget process.		X			X		Mayor's Office City Council Visit Baltimore	Staff Time	Dedicated revenue stream approved	Organizational
5.3.3a	Complete annual work plans and submit annual management grant funding applications to MHAA.	X				X			Staff Time	Requests submitted Funds received	Organizational
5.3.4a	Continue to meet performance measures qualifying the BHAA to receive annual base	X				X			Staff Time	Requests submitted	Organizational

Table F.5 BALTIMORE NATIONAL HERITAGE AREA – MANAGEMENT ACTION ITEMS

Action Ref #	Action	Short			Mid			Long			Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
		1 to 3 Years	3 to 4 Years	5 to 10 Years	BHAA In-House	Collaboration	BHAA In-House	Collaboration									
	<p>funding from the Heritage Partnership Program by:</p> <ul style="list-style-type: none"> - matching national heritage area funding (as required by the federal Heritage Partnership Program) - drawing down national heritage area funding (as required by the federal Heritage Partnership Program) 													Partnership Program Request \$150,000 annually	Funds received		
5.3.4b	<p>Meet eligibility requirements and performance measures qualifying the BHAA to receive annual implementation funding from the Heritage Partnership Program by:</p> <ul style="list-style-type: none"> - matching national heritage area funding (as required by the federal Heritage Partnership Program) - drawing down national heritage area funding (as required by the federal Heritage Partnership Program) - maintaining an approved management plan - retaining at least one full-time, paid staff person (1 FTE) to assume financial and administrative responsibility of heritage area funds and projects 	X			X								Staff Time	National Park Service – Heritage Partnership Program Additional \$250,000 annually with approved management plan	Requests submitted Funds received	Organizational	
5.3.4c	<p>Meet eligibility requirements qualifying the BHAA to receive annual performance challenge funding from the Heritage Partnership Program by:</p> <ul style="list-style-type: none"> - securing implementation funding for three prior years - completing a business plan that complies with requirements for business planning of the federal heritage partnership program - completing a financial resource development plan that complies with requirements for development planning of the federal heritage partnership program - matching national heritage area funding as required by the federal heritage partnership program - drawing down national heritage area funding as required by the federal heritage partnership program 				X								Staff Time	National Park Service – Heritage Partnership Program Additional funding TBD based upon request and available funds	Requests submitted Funds received	Organizational	
5.3.5a	Continuously research grant opportunities available through government, private foundation, and corporate grant programs.	X											Staff Time		Potential funding sources identified	Organizational	
5.3.5b	Identify staff grantwriting training needs and seek training, as appropriate.	X											Staff Time Cost of training	General operating	Needs identified and training	Organizational	

Table F.5 BALTIMORE NATIONAL HERITAGE AREA – MANAGEMENT ACTION ITEMS

Action Ref#	Action	Short		Mid		Long		Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
		1 to 3 Years	3 to 4 Years	5 to 10 Years	BHAA In-House	Collaboration								
5.3.5c	Prepare a set of standard deliverables needed to support grant applications.	X			X						varies		achieved	Organizational
5.3.5d	Set and meet annual targets for grant applications to Baltimore City as part of annual work plans (in addition to routine annual grants).		X								Staff Time Printing costs	City of Baltimore	Support materials created Targets set Additional funding received	Organizational
5.3.5e	Set and meet annual targets for grant applications to the Maryland Heritage Areas Authority (in addition to routine annual grants).	X			X						Staff Time	Maryland Heritage Areas Authority Amount varies depending upon project	Targets set Additional funding received	Organizational
5.3.5f	Set and meet annual targets for grant applications to the National Park Service as part of annual work plans (in addition to routine annual grants).	X			X						Staff Time	National Park Service	Targets set Additional funding received	Organizational
5.3.6a	Develop a plan for earned income using existing projects and programs (e.g. GPS-based tour at the Inner Harbor Visitor Center and walking tours) as models.	X			X						Staff Time		Plan for earned income using current programs in place	Organizational
5.3.6b	Include a focus on earned income while creating the development plan.		X							Development Committee	Staff Time		Focus included in development plan	Organizational
5.3.6c	Explore additional opportunities for earned income.		X								Staff Time TBD	TBD	Recommendations made	Organizational
5.3.7a	Set an annual target for private giving.	X			X					Development Committee	Staff and Board Time		Target for private giving set	Organizational
5.3.7b	Develop a potential donor database.	X									Staff Time		Database set up	Organizational
5.3.7c	Develop a donor nurturing and engagement plan with regular communications.	X			X						Staff Time TBD	General operating	Private donor plan in place	Organizational
5.3.7d	Request support annually from all potential private donors and develop targeted specific asks when feasible.	X			X						Staff Time	Private donors	Funding goal achieved	Organizational
5.4.1a	Function as the local coordinating or management entity for the heritage area meeting requirements of the federal Heritage Area Program and the Maryland Heritage Areas Program.	X									Staff Time		National Heritage Area Program and MHAA requirements met	Organizational
5.4.1b	Work closely with key partners to maximize grant support and technical assistance to support the BHAA as the local coordinating entity. Key partners include the National Park Service, the Maryland Heritage Areas Authority, Baltimore City, and Visit Baltimore (the heritage area's designated destination marketing organization). Maintain	X						X		NPS, MHAA, Baltimore City, and Visit Baltimore	Staff Time		Partners remain supportive and funding continues	Partnership Building Organizational

Table F.5 BAL TIMORE NATIONAL HERITAGE AREA – MANAGEMENT ACTION ITEMS

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
	cooperative agreements or annual grant agreements with each key partner.										
5.4.1c	Recognize heritage partners whose missions support preservation of heritage resources and/or promote heritage tourism.										
5.4.1d	Involve heritage partners in BHAA management by maintaining a heritage advisory committee that serves in an advisory capacity to the board of directors.	X				X	Heritage area partners	Staff Time		Advisory committee maintained	Partnership Building Organizational
5.4.1e	Explore opportunities for formalizing partnerships with heritage partners through cooperative agreements stating the intentions of each party and the assumed outcomes. Establish cooperative agreements if determined beneficial.		X			X	Heritage area partners	Staff Time Minimal printing costs	General Operating	Recommendations made	Partnership Building Organizational
5.4.2a	Establish guidelines for heritage partners to undertake self-assessments to determine how they can collaborate with the BNHA initiative. Include in the guidelines indications as to how the BHAA might provide support for that collaboration.		X			X	Heritage area partners	Staff Time Minimal printing costs	General Operating	Guidelines completed	Partnership Building Organizational
5.4.2b	Implement a grantmaking program for heritage partners.	X				X	Potential applicants	Staff Time TBD	Federal funds City Bond funds	Grant program established	Partnership Building Organizational
5.4.2c	Provide technical assistance to heritage partners for identification of grant opportunities and grant writing (especially for writing grant applications for heritage area funding).	X				X	Potential applicants	Staff Time		Technical assistance provided More competitive grants submitted	Partnership Building Organizational
5.4.2d	Provide technical assistance to heritage partners for program and product development.		X			X	Heritage area partners	Staff Time		Assistance provided Heritage area partner products improve	Partnership Building Organizational
5.4.2e	Provide heritage area partner networking opportunities where information sharing occurs and opportunities for collaboration are explored.	X				X	Heritage area partners	Staff Time Convening costs	General operating	Networking opportunities provided, communication increases	Partnership Building
5.4.2f	Hold an annual meeting for all heritage area stakeholders and partners.	X				X	Heritage area partners	Staff Time Convening costs	General operating	Annual meeting held	Partnership Building Organizational
5.4.2g	Provide annual awards to key heritage area partners and supporters.	X				X	Selected award recipients	Staff Time Cost of awards	General operating	Awards provided	Partnership Building
5.4.3a	Interpret the resources and stories associated with the Baltimore Visitor Center and Fell's Point through interpretive and educational	X				X	NPS Chesapeake Bay Office - Star Spangled Banner NHT, heritage area	Varies	TBD	Interpretive products developed	Heritage Product Development Partnership Building

Table F.5 BALTIMORE NATIONAL HERITAGE AREA – MANAGEMENT ACTION ITEMS

Action Ref #	Action	Project Type			Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
		Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years					
	initiatives, programs, exhibits, and materials which relate those resources, as appropriate to the Star-Spangled Banner National Historic Trail.				partners				Sustaining Regional Identity
5.4.3b	Ensure physical or programmatic linkages with other existing or potential sites and segments associated with the trail.	X		X	NPS Chesapeake Bay Office - Star Spangled Banner NHT, heritage area partners	Varies	TBD	Linkages created	Heritage Product Development Partnership Building Sustaining Regional Identity
5.4.3c	Monitor the standardized trail interpretive signage, orientation signage, and site identifier (as supplied by the NPS) in prominent, publicly accessible locations.	X		X	NPS Chesapeake Bay Office - Star Spangled Banner NHT, heritage area partners	Staff Time		Signage remains viable and in good condition	Sustaining Regional Identity
5.4.3d	Assist in marketing the trail and other sites and segments of the trail to visitors.	X		X	NPS Chesapeake Bay Office - Star Spangled Banner NHT, Visit Baltimore, MOTD	Staff Time Marketing materials	MHAA Marketing Grant	Public awareness of the trail increases	Sustaining Regional Identity
5.4.3e	Promote and interpret conservation stewardship of trail-related natural and cultural resources through resource management, interpretive programming, and citizen involvement.		X	X	NPS Chesapeake Bay Office - Star Spangled Banner NHT, Recreation and Parks, Parks and People, Fort McHenry NMHS	Staff Time Varies	TBD	Public awareness of resource conservation and stewardship increases	Partnership Building
5.4.4a	Consider entering into a partnership agreement with the NPS to become a trail partner, including implementation of agreed upon management actions.		X	X	NPS Chesapeake Bay Office - Captain John Smith NHT	Staff Time Varies	TBD	Partnership agreement formalized	Partnership Building Organizational
5.4.4b	Participate as a stakeholder in development of the Patapsco River Segment Plan.		X	X	NPS Chesapeake Bay Office - Captain John Smith NHT, Middle Branch stakeholders	Staff Time		Participation builds partnerships and opportunities	Partnership Building
5.4.4c	Implement specific actions, as appropriate, recommended within the heritage area in the future Patapsco River Segment Plan.			X	NPS Chesapeake Bay Office - Captain John Smith NHT, Middle Branch stakeholders	Varies	TBD	Varies	Heritage Tourism Product Development Partnership Building Sustaining Regional Identity
5.4.5a	Implement management objectives for the trail as summarized in the trail's <i>Draft Strategic Plan</i> (NPS 2011b) to generally raise awareness of the trail through installation of wayfinding signage and interpretive waysides.		X	X	NPS Northeast Regional Office, Washington-Rochambeau Revolutionary Route Association, trail partners	Varies	TBD	Varies	Heritage Tourism Product Development Partnership Building Sustaining Regional Identity

Table F.5 BALTIMORE NATIONAL HERITAGE AREA – MANAGEMENT ACTION ITEMS

Action Ref #	Action	Short Term			Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
		1 to 3 Years	X	X			BHAA In-House	Collaboration					
5.4.6a	Assist with implementing recommendations of the <i>Charles Street Byway Management Plan</i> for the section of the byway within the heritage area.	X					X	State Highway Administration, byway partners	Varies	TBD	Varies	Heritage Tourism Product Development Partnership Building Sustaining Regional Identity	
5.4.6b	Collaborate with Maryland's Historic National Road to provide support (interpretation, marketing, communications) for the section of the National Road within the heritage area's boundary.	X					X	State Highway Administration, Maryland National Road Association, byway partners	Varies	TBD	Varies	Heritage Tourism Product Development Partnership Building Sustaining Regional Identity	
5.4.7a	Continue to involve the park superintendent as a member of the BHAA Heritage Advisory Committee (HAC).	X	X	X			X	Fort McHenry NMHS	Staff Time	General operating	Superintendent involvement in BHAA HAC	Partnership Building	
5.4.7b	Continue to routinely coordinate BHAA programming with Fort McHenry NMHS through the park's authorized technical representative.	X	X	X			X	Fort McHenry NMHS	Staff Time	General operating	Communication frequency with ATR	Partnership Building	
5.4.7c	Continue to serve as a member of the board of the Friends of Fort McHenry	X	X	X			X	Friends of Fort McHenry	Staff Time	General operating	Actions in support of Friends programs and activities	Partnership Building	
5.4.7d	Explore new ways for Fort McHenry NMHS staff to expand their programming beyond the park's boundary into the broader community.	X	X	X			X	Fort McHenry NMHS	Staff Time	General operating	New programming outside the park boundary	Partnership Building	
5.4.8a	Explore formalizing a partnership with the NPS Chesapeake Bay Office that outlines how BHAA and NPS will collaborate to further implement the Chesapeake Bay Gateways and Watertrails Network.	X	X	X			X	NPS Chesapeake Bay Office, CBGWN Network	Staff Time	General operating	Completed partnership agreement	Partnership Building	
5.4.8b	Provide heritage area partners with information regarding opportunities to become designated CBGWN sites.	X	X	X			X	Heritage area partners	Staff Time	General operating	Number of new CBGWN sites within heritage area	Partnership Building	
5.4.8c	Make available to CBGWN sites technical assistance with grant applications to NPS for technical and financial assistance through the CBGWN program.	X	X	X			X	Heritage area partners	Staff Time	General operating	NPS grants/technical assistance received by CBGWN sites (with BHAA assistance)	Partnership Building	
5.5.1a	Complete an annual communications plan that addresses the following: <ul style="list-style-type: none"> - upcoming communications opportunities - audiences - messages and desired outcomes expressed in terms of objectives for each audience - activities, including priorities, timing 		X				X	Consultant Team	Staff Time Estimate of \$50,000 for initial plan	TBD	Communications Plan complete	Organizational	

Table F.5 BALTIMORE NATIONAL HERITAGE AREA – MANAGEMENT ACTION ITEMS

Action Ref #	Action	Project Type			Project Cost (2012\$)	Funding Sources	Desired Outcome/Measurable Results	MHAA Activity Category
		Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years				
	considerations, resources needed for the website, social media and evolving digital technologies, print media, promotions, events, annual report, and materials to support the BHAA's development plan							
	- media outreach (expressed as ways of reaching audiences through media releases, editorial board meetings, familiarization tours, press conferences, invitations to events, special previews, etc.)							
5.5.1b	Participate in the National Heritage Areas Program initiative in the Northeast Region to develop a nationally recognized standard for achieving a successful communication system partnership.	X			X	National Park Service – Heritage Partnership Program	Participation in the process	Partnership Building Organizational
5.5.2a	Conduct semi-annual meetings open to the public regarding implementation of the heritage area management plan.	X		X		General Public Heritage area partners	Semi-annual meetings held	Partnership Building Organizational
5.6.1a	Implement the approved long-term management plan for the national heritage area as required by the national heritage area's enabling legislation and the National Heritage Area Program.	X		X		National Park Service Heritage area partners All heritage area stakeholders	Plan implemented	Heritage Tourism Product Development Partnership Building Sustaining Regional Identity Organizational
5.6.1b	Obtain approval of the long-term management plan for the national heritage area as the long-term management plan for the state heritage area.	X			X	Maryland Heritage Areas Authority	Management plan approved by MHAA	Organizational
5.6.1c	Work with Baltimore City to have the city adopt the approved long-term management plan for the national heritage area as part of the city's comprehensive plan.	X			X	City of Baltimore	Management plan adopted as part of the city's comprehensive management plan	Organizational
5.6.1d	Update the 2012 approved 5-year management plan for the state heritage area using the approved updated long-term management plan as the foundation. Develop and implement updates of the 5-year management plan for the state heritage area in 2017, and 2022.	X	X	X		Maryland Heritage Areas Authority	5 Year plan for MHAA updated	Organizational
5.6.1e	As appropriate, following amendment(s) to the federal and/or state heritage area boundaries amend the long-term heritage area management plan and the 5-year management plan.		X		X		Plans amended as appropriate	Organizational

Table F.5 BALTIMORE NATIONAL HERITAGE AREA – MANAGEMENT ACTION ITEMS

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
5.6.1f	Develop and implement annual work plans that meet requirements of the Maryland Heritage Areas Program.	X			X		Maryland Heritage Areas Authority	Staff Time		Develop annual work plans	Organizational
5.6.1g	In 2015, complete a strategic plan, including a review of programs and activities and reevaluation of management priorities. Update the strategic plan every three years thereafter.		X		X		Consultant Heritage area partners	Staff Time \$50,000	TBD	Completed strategic plan	Organizational
5.6.2a	Report annually to MHAA on the amount and percent of funding leveraged by the BHAA in activities outlined in the annual work plan, including in-kind contributions and non-MHAA sources.	X			X			Staff Time		Annual financial leverage funding reports submitted to MHAA	Organizational
5.6.2b	Report annually to MHAA on the amount of activities completed in the annual work plan, including measurable activities and intangible contributions reported through testimonies or other documentation.	X			X			Staff Time		Annual reports to MHAA completed Funding continues	Organizational
5.6.2c	Evaluate the heritage area's management capability based on accurate and timely submission of materials to MHAA, MHAA grant completion rates, and participation in the Maryland Coalition of Heritage Area activities. Submit metric data annually to MHAA.	X			X			Staff Time		Evaluation data submitted annually to MHAA	Organizational
5.6.2d	Link annual work plan activities to a series of metrics that support three key categories of focus: developing heritage-based product, building partnerships, and sustaining regional identity. Identify in the 5-year plan and annual work plans one metric from each category that is the area of priority. Submit metric data annually to MHAA.	X			X			Staff Time		Metric data submitted annual to MHAA Funding continues	Organizational
5.6.2e	Establish annual performance measures and report annually to Baltimore on the BHAA's performance against targets as part of annual grant applications.	X			X			Staff Time		Performance measures established, Annual reports provided to City of Baltimore, Funding continues	Organizational
5.6.3a	Submit an annual report to the BHAA board of directors summarizing progress made toward accomplishing management goals and objectives.	X			X			Staff and Board Time		Annual report submitted to board	Organizational
5.6.3b	Submit quarterly programmatic and financial reports to Baltimore City summarizing provision of services under the agreement between the BHAA and the city.	X			X		City of Baltimore	Staff Time		Submit reports Funding continues	Organizational

Table F.5 BALTIMORE NATIONAL HERITAGE AREA – MANAGEMENT ACTION ITEMS

Action Ref #	Action	Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years	Project Type		Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
					BHAA In-House	Collaboration					
5.6.3c	Submit mid-term and annual reports to the Maryland Heritage Areas Program summarizing progress made toward accomplishing work plan activities identified in the annual work plan.	X			X		Maryland Heritage Areas Authority	Staff Time		Submit reports Funding continues	Organizational
5.6.3d	Submit annual reports to the Maryland Heritage Areas Program summarizing progress made toward accomplishing goals and objectives in the 5-year management plan.	X			X		Maryland Heritage Areas Authority	Staff Time		Submit reports Funding continues	Organizational
5.6.3e	Send board meeting minutes and an updated list of BHAA board members annually to the Maryland Heritage Areas Program.	X			X		Maryland Heritage Areas Authority	Staff Time		Minutes and list submitted Funding continues	Organizational
5.6.3f	Meet requirements for data reporting to the National Heritage Area Program Office by: <ul style="list-style-type: none"> - developing measures for assessing progress on implementing the heritage area's management plan - implementing procedures to collect data needed to assess progress measures on an annual basis - submitting an annual end-of-year report to the National Heritage Area Program Office by submitting a progress form - submit an annual progress form to the National Heritage Area Program Office 	X			X		National Heritage Area Program Office	Staff Time		Submit reports Funding continues	Organizational
5.6.4a	Prepare for federal evaluation of the heritage area program in 2021 by designing and implementing recordkeeping procedures to support the evaluation process to be defined by the National Heritage Area Program Office.		X			X	National Park Service – Heritage Partnership Program	Staff Time		Evaluation recordkeeping procedures in place	Organizational
5.6.4b	Periodically review heritage area progress with respect to evaluation criteria. Adjust management priorities and introduce new programs and actions, as appropriate, to enhance heritage area performance and program impact as measured by the evaluation criteria.		X			X	National Park Service – Heritage Partnership Program	Staff Time		Periodic reviews complete and adjustments made as necessary	Organizational
5.6.5a	Collaborate with the Maryland Heritage Areas Authority to clarify the state heritage area boundary, including approval of an amended boundary by the state and Baltimore City.	X				X	MHAA City of Baltimore	Staff Time		Boundary clarified and approved	Organizational
5.6.5b	Address anomalies in the heritage area enabling legislation by implementing actions to amend the national heritage area boundary through an enabling legislation technical amendment.		X			X	National Park Service	Staff Time		National Heritage Area boundary amended	Organizational

Table F.5 BALTIMORE NATIONAL HERITAGE AREA – MANAGEMENT ACTION ITEMS

Action Ref #	Action	Project Type			Project Partners	Project Cost (2012\$)	Funding Sources	Desired Outcome/ Measurable Results	MHAA Activity Category
		Short 1 to 3 Years	Mid 3 to 4 Years	Long 5 to 10 Years					
5.6.5c	Every five years review the heritage area boundary for purposes of assessing the need for a boundary amendment. Devise a plan for securing an amendment to the state heritage area boundary and the national heritage area boundary, as appropriate.			X	National Park Service MHAA			Recommendations made Boundary amendments as necessary	Organizational

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Special Thanks

Gay Vietzke, Northeast Regional Office, National Park Service

Chuck Benjamin, Association of Partners for Public Lands