

Maryland Heritage Areas Program



**CHARTING A SUSTAINABLE COURSE FOR
THE NEXT DECADE**

Strategic Plan Components



Strategic Plan Has 5 Components:

Management

Stewardship

Heritage Tourism Marketing and Product Development

Communication

Systems for Meaningful Performance Evaluation

Strategic Plan includes 10 Year Development Timeline

Short Term (1-2 years)

Mid Term (3-4 years)

Long Term (5-10 years)

Appendices: Includes study documents and background materials

Heritage Area Program Goals



1. To enhance the visitor appeal and enjoyment of the state's history, culture, natural environment, and scenic beauty by enhancing the overall 'product' -- the visitor experience.
2. To increase the economic activity associated with tourism, creating opportunities for small business development, job growth, and a stronger tax base.
3. To encourage preservation and adaptive re-use of historic buildings, conservation of natural areas important to the state's character and environment, and the continuity and authenticity of cultural arts, heritage attractions and traditions indigenous to the region.
4. To enable Marylanders and visitors alike to have greater access to and understanding of the history and traditional cultures of the state and to understand the important events that took place here.
5. To foster linkages among and between heritage attractions that encourage visitors to explore, linger, and sample the diverse offerings of the state's distinctive regions.
6. To balance the impact of tourism activity with the quality of life enjoyed by residents.
7. To accomplish these goals via partnerships among local and regional leaders, non- profit organizations, businesses, and state agencies.



1. Development of Heritage Tourism Product:

Heritage Areas lead or initiate the creation of new or enhanced place-based experiences for both visitors and Maryland residents.



What makes Heritage Areas unique?



2. Building Partnerships

Heritage Areas bring partners together around a common, local vision.



What makes Heritage Areas unique?



3. Sustaining Regional Identity

*Heritage Areas
provide a
connection to
place that
showcases each
area's distinctive
cultural,
historical, and
natural assets.*



**What makes Heritage Areas
unique?**

Management Strategies



- New Planning Protocols

- Sustaining Heritage Area
Management Entities

 - Management Grants
 - Fundraising
 - Leadership

- MHAA Responsibilities





Goals: 1.) Provide linkage between daily activities of Heritage Area to HAMP goals;

2.) Link Heritage Area activities to performance measures;

3.) Maintain utility of existing management plans while avoiding time consuming and costly revision.



New Planning Protocols: Heritage Area 5 Year Action Plan and Annual Work Plan



Goals:

- 1.) Link Heritage Area operating support to Heritage Area performance;
- 2.) Assist Heritage Areas to identify additional sources of revenue;
- 3.) Build capacity of Heritage Area Boards



Sustaining Heritage Area Management Entities



2.5 Adopt
decertification process

2.6 Continue current
boundary revision
policies

2.7 Expand composition
of MHAA and TAC

2.8 Create State Agency
Program Statements



MHAA Management Responsibilities

Performance Evaluation Strategies



- Internal Evaluation

- Direct Performance Measures

 - Funding Leveraged

 - Activities Completed

 - Management Capability

- External Evaluation Tools

- MHAA Responsibilities





Goals:

- 1.) To give an equal voice to all Heritage Area Program partners in evaluation process;
- 2.) To monitor how ALL partners are contributing to the Program;
- 3.) To acknowledge interdependence of Program partners.



Measuring Performance: Internal Evaluation

Goals:

- 1.) Clearly articulate how success is defined;
- 2.) Direct Heritage Area reporting towards collective Program purpose;
- 3.) Shift emphasis of reporting away from ongoing administrative activities to Program accomplishments.



Measuring Performance: Direct Performance Measures



Goal: Quantify
Heritage Area
achievement in 3
categories –

- 1.) development of
heritage based
product;
- 2.) building
partnerships; and,
- 3.) sustaining
regional identity.



Measuring Performance: External Evaluation Tools

6/30/11: Baseline Data Submitted For:



Heritage Product Development

1. Identification of heritage attractions, activities, events located in Heritage Area
2. Annual attendance at heritage attractions, activities, events located in Heritage Area.
3. Designated resources – byways, historic districts, etc. – that contribute to Heritage Area

Building Partnerships

4. Number of partner organizations located within Heritage Area.
5. Number of workshops held and number of participants (if on-going, annual activity)

Sustaining Regional Identity

6. Local communications/programs to educate residents about regional identity (if on-going activity – e.g. newsletter)
7. Number of volunteer hours and dollars donated to Heritage Area operations



6.4 Work with MOTD to develop ROI measurement for grants

6.4.2 Map expenditures

6.4.3 Conduct visitor satisfaction surveys

6.5 Explore adaptation of Maryland CDP for data collection

6.6 Report measurement finding in annual report.



MHAA Measurement Responsibilities

Stewardship Strategies



- Evaluate and Promote TIZs
- Reflect engagement in resource conservation in plans and board structure
- Engage in local planning processes
- Promote historic preservation and conservation
- MHAA Responsibilities





Goals:

- 1.) Strengthen partnerships between Heritage Area and local, state, and national preservation and conservation organizations;
- 2.) Enhance Heritage Area role in supporting preservation and conservation activities.



Enhancing Stewardship Activity: Archeological, Historic, and Natural Resources



3.1 Revise MHAA grant application to increase emphasis on archeological and natural resource conservation projects

3.2 Work with Heritage Areas on TIZ review

3.4 Provide comprehensive plan amendment guidance

3.6 Expand website to include conservation information and sponsor/co-sponsor conservation and historic preservation educational activities



MHAA Stewardship Responsibilities

Marketing and Product Development



- Marketing Heritage Areas as destinations

- Partnering with DMOs

- Marketing Grants

- Marketing on the internet

- Training workshops





Goals:

- 1.) Improve collaboration among MOTD, DMOs, and Heritage Areas
- 2.) Support development of heritage tourism products that will enhance the visitor experience



Strengthening Marketing Partnerships and Product Development Efforts



4.2 MOTD to facilitate CHA and DMO partnerships

4.4 MHAA to evaluate Marketing Grants and expand use of mini-grants for marketing

4.5.1 “Goldprint”

4.7 Visitor research conducted by MHAA



MHAA Marketing and Product Development Responsibilities

Communication Strategies



- Increase communication among MHAA and Heritage Area Boards
- MHAA responsibilities
 - Heritage Area definition
 - Website enhancement
 - Heritage area brochure
 - Heritage area resource guide
 - Staff correspondence and meeting invitation





Goals:

- 1.) Communicate intent and importance of heritage areas
- 2.) Provide resources to strengthen and support heritage areas
- 3.) Improve communication between MHAA and Heritage Area Boards



Communication Strategies



5.1 Heritage Area
Definition

5.2 Web based
communication
system

5.3 Brochure

5.4 Resource guide

5.5.2 Staff
correspondence

5.5.3 MHAA
meeting invitation



MHAA Communication Responsibilities

The Heritage Area Strategic
Plan can be found online at :



http://mht.maryland.gov/heritageareas_plan.html