

Implementation

The Heart of the Civil War Heritage Area is a very large geographic area containing many political jurisdictions. With a rising tide of interest in the Civil War, it is not surprising that there are many organizations engaged in presenting, reenacting, marking its significant sites, and working towards stewardship of the lands, sites, objects and materials related to it. A wide variety of nonprofit organizations, historians, tourism businesses, public agencies, and others are promoting or developing the Civil War as a theme within this region. While this level of activity is positive, the downside is the lack of coordination and even communication among entities.

This phenomenon is quite apparent in the Civil War Heritage Area, which encompasses parts of three counties that operate independently of each other. Several Civil War-specific groups, such as the Maryland Civil War Trails, Blue and Gray Education Society, and Civil War Scenic Byway (now called the Catoctin Mountain Scenic Byway), operate in the same sphere but with different mandates. Other organizations with missions outside the Civil War run programs and make decisions that impact Civil War resources (for example, open space programs can impact the protection and quality of a Civil War site/battlefield's view). Without a designated and "authorized" coordinating body, many of these groups make decisions independent of all others' concerns, and the result is sometimes confusing to visitors and detrimental to historic resources.

A physical example of this confusion is the signage at Fox's Gap. Here, in a very small area, at least four groups have installed monuments or interpretive markers. Focus group participants cited Fox's Gap as emblematic of the larger issue of coordination. Another example is the confusion among the many initiatives' purposes and activities, for many residents and visitors do not know the difference between various Civil War initiatives. There is no single body of information on Civil War heritage in the region that potential visitors can access when planning a trip, and the various initiatives often do not have knowledge of or information on the others.

It is a challenge for these groups and individuals to keep informed and organized with other entities in order to produce the best results for their efforts. Conscious coordination, especially in developing enhanced interpretive programs, could enable



Fox's Gap illustrates the need for better coordination in the heritage area, for several unrelated groups have placed interpretive signage on the site.

higher quality visitor experiences and collaboration could leverage people, money, and organizational resources. Thus, the management entity for the HCWHA is expected to largely have a coordinating role and a focus on interpretation. At several focus groups and the three-county interpretation workshop, these two needs were identified and emphasized by participants.

A key intention of this and heritage areas elsewhere is to attract a larger share of those travelers who deliberately seek out the authentic, the places where history happened and that still retain much of their distinctive character. It is documented widely that such visitors stay longer, and spend well above the average, enhancing the regional economy. Of all the many heritage areas around the nation, few are as well positioned for success in attracting heritage travelers as the Maryland Civil War Heritage Area. This is due in part to an extraordinary location proximate to Gettysburg, Harpers Ferry, Washington and Baltimore, and the strong, sustained interest in the Civil War among travelers from this and other countries. The area is already attracting such visitors. With enhanced interpretation and consciously coordinated offerings like themed itineraries and packages of related experiences, it is quite likely that many more visitors can be attracted and that day-trippers from the metropolitan areas can be enticed to make repeat visits.

Orchestrating coordinated interpretation, development of themed itineraries and packages of experiences across this large geography, will take conscious and constant attention by a staffed organization dedicated to taking the framework contained in this *Management Plan* and bringing it into being over the decade ahead. A robust *regional* organization is called for.

Action plan

Implement Marketing Strategies

As previously discussed, the existing destination marketing organizations (DMOs) in Carroll, Frederick, and Washington Counties will take the lead on marketing the combined existing heritage assets of the region. Through the heritage area the DMOs will facilitate partnering and collaborative marketing. Areas of opportunity for tourism marketing include:

Developing and Implementing a Marketing Plan

- General destination promotion and advertising
- Targeted marketing and promotion
- Technical assistance
- Develop a Regional Marketing Piece
- Connect to Other Civil War Heritage Areas/Regions
- Package Existing Products
- Reach out to Civil War enthusiasts

- Target the Group Tour Market
- Broaden the Appeal of Civil War History
- Market the Area as Multi-day Experience

Encourage Heritage Development

Having more interesting and attractive concentrations of eating, drinking and shopping experiences will add to the appeal of the heritage area. Target Investment Zones are intended to stimulate private investment supportive of heritage tourism. The management entity is envisioned as actively encouraging such activities, especially in the TIZs. In each of the TIZs, talented local staff works on daily implementation, yet all need additional assistance, especially with fresh ideas and access to other resources. The HCWHA will assist them by connecting interested businesses with funding programs, cutting red-tape for tax credit programs, and the like.

Encourage Community Support for Historic Preservation & Scenic Conservation

Without sensitive conservation of town character and rural landscape, the HCWHA will fail to meet its potential. Working with organizations like The Nature Conservancy, the Civil War Trust, Save Historic Antietam Foundation, and Central Maryland Heritage League, the HCWHA will engage in partnership activities to advance preservation and conservation. For instance, the HCWHA might create a presentation that ties the region's shared Civil War heritage to a sense of place and presents sensitive ways of balancing modern development needs with conservation of scenic values and town character. Of highest importance is attention to battlefield preservation.

The HCWHA will also serve as an information clearinghouse on issues of preservation and conservation, keeping organizations in the heritage area updated on current projects and guiding them to funding sources and partners for new projects. This is especially important for areas/properties where multiple organizations and individuals have been working on multiple initiatives. For example, the Appalachian Trail and a Civil War Battlefield intersect at Fox's Gap, which is experiencing nearby suburban-style housing development in its rural surrounds. There is potential in situations like this for important items to go unnoticed or at the least, unshared, and the HCWHA can begin to bridge such gaps.

Create an Interpretive Framework

During the management planning process, participating interpreting organizations reached consensus on an initial interpretive structure with six themes:

- Era of Change
- Maryland as Borderland
- Maryland as War Zone
- Re-union and Reconciliation
- Aftermath

- Shadows of the Civil War

The interpretive plan's purpose is to suggest promising lines of inquiry based on the region's artifacts and archival records and to provide contextual understanding and guidance for individual institutions as they develop their own their public programming: exhibits, living history programs, and school programs.

Coordinate Regional Interpretive Initiatives

The Civil War is so powerful a force today in part because the conflict's original causes continue to influence modern life. Hence, developing and telling some of the stories could be a challenging undertaking. With the many historical societies, heritage sites and museums, and Civil War interest groups in the region, there is a wealth of information and energy available. If it can be harnessed via a coordinated regional effort, and if the effort is characterized by an inclusive and collaborative spirit, the results could lead to a powerful visitor experience and an enriched experience for local residents.

With an interpretive framework in hand, the management entity will take responsibility for coordinating the development of a number of regional interpretive experiences and for encouraging and supporting the work of individual interpreting institutions (sites, museums, etc.) in producing exhibits and public programs around the interpretive themes. Research, documentation, and interpretation of the heritage area's resources form a foundation for the visitor experience and therefore must be supported and ongoing. The HCWHA will seek financial support for regional initiatives and will assist participating institutions in obtaining the resources to create engaging interpretive programs.

One usually associates the presence of informative panels and kiosks with a heritage area. The Maryland Civil War Trails effort has led to the installation of a number of interpretive panels along routes that not only convey the military aspects of the story but also touch on aspects of local political and social history. Installation of additional HCWHA panels will need to be carefully planned and coordinated to avoid proliferation and confusion. The management entity will network among the various interpreting organizations and others so that a more conscious coordination of messages and placement can occur.

The HCWHA will devote a substantial level of effort to convening interpreting institutions, writing grant applications, and coordinating implementation of regional interpretive efforts—including creation and upkeep of the website, installation of informational panels at key locations, development of themed itineraries, and production of maps, guides, articles, and other publications. Collaboration at a regional scale involves time-consuming meetings and constant networking to foster trust and working relationships.

Develop a Graphic Identity Package

The State of Maryland has chosen to build on a recognized and successful brand, the familiar bugle-image of the Civil War Trails logo. It behooves the Heart of the Civil War Heritage Area to build on this as an existing image, while at the same time establishing a distinct corporate identity without adding to the clutter of logos that currently greet the potential visitor.

Provide Information on the Heritage Area

When executed, the graphic system could enable the HCWHA to become a visible presence rather than just a concept. A well coordinated, attractive battery of print materials—maps, guides, booklets, and posters—can be created and widely distributed for relatively modest cost, especially if made available online. These materials should focus on promoting the experiences, benefits, and special setting of the heritage area to visitors and to tourism and heritage organizations.

Different materials will be distributed in different ways. Brochures or other printed materials can be made available at the local DMO visitor centers. Additionally, operating on the premise of “go where they are,” it would be advantageous to develop informative panels about the HCWHA—its themes and where related experiences can be found—and negotiate installation of them at high traffic locations, such as Antietam, Prime Outlets near Hagerstown, the state visitor center on US 15, the C&O Canal visitor centers, the National Museum of Civil War Medicine, and state parks. All such panels should include the website address for those seeking more detailed information, for a website is perhaps the most efficient and comprehensive means through which the heritage area can share information.

Develop a Strong Website

For relatively little cost and modest effort, one can create a strong impression with a well designed web presence. The website can become a virtual visitor center, enticing people to come and experience the place and its people in person. The web will reach people all over the world, so the HCWHA website needs to convey to the potential visitor:

- **Geographical Context:** On an Eastern seaboard map, show it in relation to New York, Baltimore, Washington, Gettysburg, Richmond, and key interstate highways. Driving times should be shown to illustrate that it is all within a few hours’ drive.
- **Map of the Heritage Area:** A map with text descriptions should reach from Harpers Ferry to Gettysburg and should show how close the area is to Washington, Baltimore, and Richmond.
- **Message:** “This is not only where history happened, but also where you can easily find and experience it in authentic settings that are close to each other. Here are battlefields, historic towns and villages, and scenic byways. Here, you can travel to where the landscape remains much as it was then. Here, the Civil War era can come alive for all members of the traveling party. Here, you can explore the tensions that filled the country as war threatened to destroy the young nation, and families and communities suffered divided loyalties in this borderland along the Mason-Dixon Line.”
- **Itineraries:** Feature the battlefields and Maryland Civil War Trails, of course, but also include several themed itineraries around related interpretive or activity interests. The idea is to convey to potential visitors that there are other things to do, too: recreation, antiquing, wineries, etc.

- **Links:** Provide links to the NPS battlefield sites, DMOs, and other sites offering accommodations, shopping, etc.
- **Language:** With the popularity of the American Civil War abroad and the nearby presence of BWI and Dulles international airports, having a website with all information in English, Spanish, French, and German would put the heritage area at a distinct advantage.

The website should be a high priority in the short term and should be updated and expanded as content becomes available. It is a relatively easy and cost-effective way to create a credible, exciting presence long before capital projects and other more expensive and complicated projects are ready.

Implement a Public Relations Plan

Much of the success of the heritage area in its formative years will be derived from the momentum and excitement it generates within the three counties and beyond. The heritage area is an initiative that requires the long-term synergy of many organizations' and individuals' efforts to create a single, cohesive experience. A constant, well strategized, and well-executed effort to stay in the public eye will assure that the heritage area becomes more widely known.

Each time there is an event or happening that is newsworthy, there should be coverage, and this will not happen unless there is a conscious generation of news releases, cultivation of media coverage and feature writers, and when appropriate, structuring of events to generate coverage. Keeping in mind that the heritage area initiative is a collaboration among many organizations with shared missions and purposes, it is reasonable for the HCWHA to promote virtually any relevant success or interesting activity that advances the goals of the regional heritage development initiative. Certainly, an announcement should be made when the HCWHA receives a grant or sponsors the ribbon-cutting for a new interpretive panel. It is reasonable for the HCWHA to promote the work of others, too—an exhibit at one of the historic sites, a living history performance, a festival or a reenactment—if said organization is coordinated with the heritage area.

Attention to public relations will significantly enhance the visibility and credibility of the heritage area. Proper public credit and gratitude always needs to be expressed for the supportive role of elected officials and grant makers.

Develop Visitor Itineraries & Packages

Even if the potential visitor ultimately chooses a different route or sequence, having itineraries available on the website for travel editors to write about enables people to envision having a good time and finding the things that interest them. Creating an itinerary involves significant fieldwork and interaction with those who manage sites or attractions along its route. Assuring that published information about hours, access, programs, and contacts is accurate and fostering collaboration among sites are important aspects of the work of creating itineraries.

The HCWHA will develop several themed itineraries through the heritage area, some around Civil War interpretive themes, others around interests likely to resonate with heritage travelers:

food, antiques, genealogy, nature, and outdoor recreation come to mind. These can be published as a series of brochures or guides and posted on the website. Once itineraries are developed, they will need to be maintained and updated.

Within the heritage area is a wide choice of accommodations – from budget motels for the price-sensitive to luxurious inns that cater to the high-end traveler. There is also a rich calendar of special events that take place from spring through fall: reenactments, fairs, musical events, and festivals. The HCWHA will work with interested businesses, special event sponsors, and interpretive sites to create attractive packages of accommodations, dining, and events that can be offered to discerning travelers. With BWI and Dulles airports as international gateways (and also hubs for discount domestic airlines), vacation packages that include air transportation may also be possible. Considering the strong Civil War buff market, the management entity can also reach out and develop itineraries and packages with other Civil War heritage areas in other regions and states. Once itineraries are developed, they will be of interest to bus tours, where the effort to create them can be leveraged many times over.

Explore a Mechanism to Assure Authenticity & Quality

Other heritage areas have successfully developed a voluntary program of self-monitoring by participating organizations and businesses that provide heritage accommodations, dining, shopping, and/or interpretive programming. Those who meet standards and criteria are permitted to display the logo and are included in heritage area maps and guides. In return, they pay affordable membership fees to belong to the network. Such a program could promote quality standards, convey information to visitors who seek authenticity, and produce modest income for the Heart of the Civil War Heritage Area.

Explore the Feasibility of a Reenactor Ambassador Program

The HCWHA may decide to work with interested volunteers to create an Ambassador Program – individuals in period dress, possibly using period speech, who could represent the area at conferences, conventions, and other Civil War-related events in the region, promoting the Heart of the Civil War Heritage Area experience. As special packages itineraries are developed for the 150th Anniversary of the Civil War of the Civil War it would be advantageous for HCWHA ambassadors and the DMOs to market these opportunities through travel industry shows, especially those of the American Bus Association.

Networking & Circuit-riding

Managing a collaborative regional project is not something that can be done sitting in an office or via phone and e-mail. The HCWHA staff will need to foster and actively tend relationships with many organizations and individuals throughout the heritage area: going to meetings, participating in task forces and project planning, etc. Such outreach and engagement can involve members of the HCWHA board but will generally fall to the staff.

National Heritage Designation

Unquestionably, the resources and history of the Heart of the Civil War Heritage Area are of national significance. Due to the location, a nationally designated heritage area could provide

important context for five national parks – Harpers Ferry, C & O Canal, Antietam Battlefield, Monocacy National Battlefield and Gettysburg. Gaining such designation represents a unique opportunity for partnership among the National Park Service, the Maryland Heritage Areas Authority, the three counties and the many non-profit land conservancies, historical organizations, and educational institutions in the region. This is a long-term goal.

Priorities Timeline

The following is a very general timeline, influenced significantly by the challenges of the current economy and its impact on state and county finances and by the need for the planning phase to shift gears into early implementation. The activities appear in a sequence that is influenced by both a sense of what should get underway first, and the need to develop momentum in the public eye. It is imperative to begin marketing 150 anniversary opportunities now, or run the risk of losing potential visitors, particularly the group tour market which makes destination decisions several years in advance of travel. Thus, there is an early emphasis on communication and interpretation.

Short Term – Next Two Years

- Obtain certification as a Maryland Heritage Area.
- Establish the HCWHA as a program of the Tourism Council of Frederick County, provide staffing and recruit a Three-county Advisory Board.
- Create a web site.
- Secure funding for and complete the Interpretive Framework Plan.
- Create a graphic identity package.
- Develop/install five to ten HCWHA panels at Antietam, Prime Outlets, US 15 Visitor Center, NPS C&O Canal Center, and the National Museum of Civil War Medicine.
- Increase awareness of the HCWHA by installing signage along roads and highways leading into the heritage area.
- Develop three to five special 150th Anniversary of the Civil War of the Civil War packages: accommodations, dining, shopping, and heritage experiences
- Begin marketing 150th Anniversary of the Civil War packages to the group tour market
- Develop a region-wide project, preferably via the internet, to provide visitors a comprehensive overview of the Civil War story in the HCWHA
- Publish maps and guides.

- Promote more thoughtful care of the heritage landscape and historic settings.
- Encourage appropriate heritage development in TIZs and lend assistance when possible.

Mid Term: Two – Six Years

- Implement the Interpretive Framework Plan and undertake two to three significant interpretive projects (publications, exhibits, etc.).
- Encourage appropriate heritage development in TIZs and lend assistance when possible.
- Continue to actively lead the regional effort to capitalize on the 150-year anniversary of the Civil War.
- Explore and create a network of authentic Civil War Heritage Area experiences, perhaps modeled on the Lancaster Heritage program in Lancaster County, Pennsylvania.

Long Term: Six – Ten Years

- Explore the process of designation as a National Heritage Area.

Organization & Management

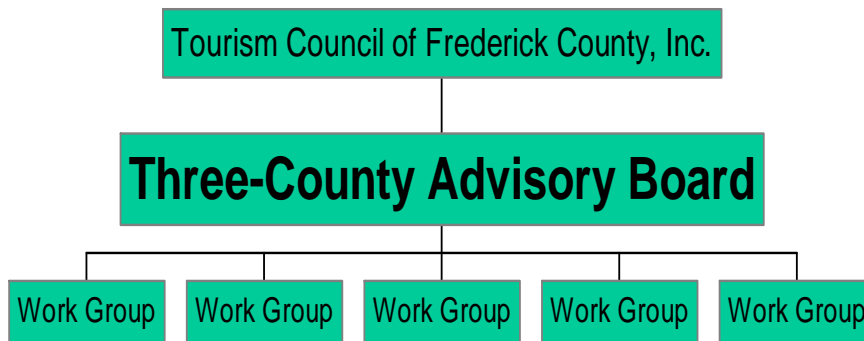
The goals and objectives of the Heart of the Civil War Heritage Area will be planned and implemented by a three-county advisory board, to evolve from the three-county Steering Committee that has guided the heritage area through recognition and certification by the Maryland Heritage Area Authority. The Heart of the Civil War Heritage Area heritage area shall operate under the auspices of the Tourism Council of Frederick County, Inc. (TCFC), a non-profit organization (501(c) 6). TCFC shall bear fiduciary responsibilities for the HCWHA. To operate as the regional collaboration of interests it is meant to be, the HCWHA will call on the knowledge of regional leaders active in Civil War scholarship and interpretation, tourism marketing, economic development, historic preservation, and stewardship. Such leadership is present on the TCFC Board of Directors, and will be included on a Three-county Advisory Board to be formed with 20 to 30 members drawn from museums, historical societies, tourism offices, preservation and conservation organizations, education (school systems, colleges), hospitality industry, and local governments.

Three-county Advisory Board

The value of the Steering Committee has been its tri-county representation and balanced composition with the richness of multiple perspectives as reflected in the plan. The Steering Committee will evolve into a self-perpetuating Three-county Advisory Board to complement the governing role of the TCFC Board of Directors. The Three-county Advisory Board is envisioned as a group of up to 30 people, some of whom have served on the Steering Committee during the plan, and others who will be fresh to the undertaking, but who see the potential in a regional effort and who are motivated to help advance it. Others who should be encouraged to serve include key leaders in land conservation, preservation, business, education, and tourism.

The Three-county Advisory Board will spark a number of work groups, each tasked with a specific work product. This will make it easier to recruit talented and energetic people to become involved. A Three-county Advisory Board member, assuring connectivity to the larger effort, could chair each work group. The interpretive work group, for instance, would tackle the interpretive plan and work on interpretive projects. The communications and public relations work group would oversee development of the graphic identity package, web site, and early publications. The Steering Committee can serve as a transitional management entity until the Three-county Advisory Board is established.

Management Structure



Optimal Staffing

The implementation phase of this 3-county effort calls for a degree of dedication and focus that can only be achieved with professional staff. MHAA acknowledges this fact by providing matching funds to support staffed operations. Optimally, for HCWHA, professional staff will work in concert with a fully engaged Three-county Advisory Board and an active constituency. The following staff is recommended:

- *Director.* This half-time position will lead the implementation of the *Management Plan* and be the public face of the heritage area. The director will be a TCFC staff member experienced in working with museum consortia and with history of service on state, regional and national committees, advisory panels and museum assessment programs. The director will provide regional coordination and technical assistance. The director will also have a track record in grant writing, administration and grant review.
- *Destination Marketing Officers (DMOs).* The director will be supported by DMOs from all three counties, who will guide the marketing plan for the HCWHA, and carry out marketing responsibilities specific to their own jurisdictions. Additionally, the DMO for Frederick County, as Executive Director of TCFC, will carry out administrative and supervisory responsibilities related to HCWHA, its staff and the facilities and equipment dedicated to the HCWHA office. DMO time will count toward grant matching requirements.

- *Additional in-kind staff support from TCFC.* Additional support will be provided by the TCFC Administrative Assistant, whose help will fall in the area of communications and maintaining records. This time will also be counted toward grant matching.

Direct staffing costs (not including in-kind contributions) are likely to be in the \$33,000 to \$38,000 range annually, including salary and benefits. TCFC will provide office space, the use of office equipment, and administrative support for the HCWHA. Administrative expenses (rent, utilities, telephone, office supplies, etc.) valued at \$3,000 to \$5,000, will count toward grant matching requirements. **The annual core operating expenses are in the \$36,000 to \$43,000 range.**

Housing the Management Entity

TCFC will provide the fledgling management entity an existing infrastructure and location. As a “homeroom” for the HCWHA, and a governing body, TCFC offers the following advantages:

- A mission centered on tourism with particular emphasis and demonstrated success in heritage tourism development and promotion. TCFC is known as the parent organization for the Frederick Historic Sites Consortium, a model for museum consortia in Maryland and across the region. Likewise, TCFC played a lead role in the development of Maryland’s Civil War Trails.
- A central location within the three-county heritage area.
- The ability to provide administrative and overhead support for the HCWHA staff.
- A record of success working across jurisdictional boundaries such as innovative cross-county tourism marketing initiatives.
- A track record of success in grant writing and fund raising.
- A strong interest in participating fully in the heritage area, as demonstrated by active leadership in the creation and planning for the Heart of the Civil War Heritage Area.
- An existing strong relationship with the National Park Service (which manages four key Civil War sites within the heritage area). NPS personnel serve on the TCFC Board of Directors, and participate fully in the work of the Frederick Historic Sites Consortium.
- Experience in producing high quality public programming centered on regional heritage, particularly demonstrated through the work of the Frederick Historic Sites Consortium. Communications and publication capabilities of TCFC will be extended to the heritage area initiative.

Assuming progress toward its optimal capabilities, the Civil War Heritage Area management entity will require an annual operating budget of \$36,000 to \$43,000, all of which will need to be raised via competitive state matching grants, and cash and in-kind contributions from TCFC and the Washington and Carroll County tourism organizations.

Funding

As described above, TCFC will provide a half-time HCWHA director, additional staff support, and facilities and equipment for the HCWHA office. Matching funds from MHAA will be sought to assist with these costs. It is anticipated that County governments will provide some operational costs through in-kind contributions of services such as printing. This support is easily justified by the added value this regional initiative will bring to residents and by the added economic activity generated by increased tourism. The management plan for the HCWHA is designed so as not to tax the three participating counties with the burden of creating and sustaining a new non-profit organization.

MHAA aims to develop stronger heritage tourism experiences while adding to the quality of life of the region's towns and cities. In addition to funds for staff, MHAA may provide matching funds to support programming and heritage development projects that may be undertaken by nonprofit and for-profit enterprises in the heritage area. Such undertakings could include interpretive exhibits, educational programs and publications. In the HCWHA, these projects will be carried out by appropriate organizations and businesses that will provide the required match.

Besides MHAA, federal, state and local public sources are envisioned as supporting building rehabilitation, streetscape improvements, and other community development projects that are expected to leverage private investment. Revenues from grants, philanthropic foundations, and earned income will also support HCWHA activities.

Philanthropy

Despite the impact of the economy on the growth of foundations' endowments and corporate bottom lines, philanthropic sources remain an important potential source of funds for educational and interpretive projects, open space and land conservation, and restoration of key buildings. Of the more than 1200 foundations in the state, 52% are located in Central Maryland, with assets of \$6.8 billion. Central Maryland foundations gave \$295 million in 2001. HCWHA will help organizations in the heritage area creatively package proposed programs and projects to enhance their appeal to potential funders, particularly foundations. For example, the Fannie Mae Foundation, which is dedicated to moderate-income housing, might be a source of funding for the re-use of a row of historic buildings for housing purposes. Likewise, Fannie Mae might become interested in a well-conceived interpretive project centered on the Underground Railroad and free blacks.

Corporation sponsorship has high potential in the HCWHA, especially when the link between corporate markets and proposed projects is made clear. The 150th Anniversary of the Civil War promises a multitude of opportunities for corporate sponsorship. HCWHA will target corporations for which identification with the heritage area is popular with their customer base and from which they will benefit by association. Special events are a good match, as are some publications, especially those that are widely available in the region. Businesses that would be a good match include banks, newspapers and television stations, and regional distributors of soft drinks.

Other sources for projects in the heritage area could include the American Battlefield Protection Program, the Civil War Trust, Maryland Scenic Byways, and the Maryland Historical Trust. A number of interpretive activities, such as exhibits, public programs, and publications, could attract funds from the National Endowment for the Humanities and other supporters of public history.

Earned Income

While many heritage areas would like to generate income to augment their grants, the Heart of the Civil War Heritage Area could well be in a position to do so. Many non-profits and commercial enterprises in the HCWHA will sell products and services to produce unrestricted income to support their work, and as a source for matching funds that may be required by grants.

Heart of the Civil War Heritage Area

Proposed Projects and Order-of-Magnitude Cost Estimates

Regional Projects	Cost Range		Potential Sources
Implement advertising campaign to increase awareness of HCWHA as an new "must see" destination	\$100,000	\$100,000	MHAA, DMOs in 3 counties
Interpretive Framework Plan	\$50,000	\$75,000	MHAA, MD Humanities Council, ABPP
Website (writing, design, production)	\$15,000	\$20,000	MHAA, DMOs in 3 counties
Graphic identity package	\$20,000	\$25,000	MHAA, DMOs in 3 counties
Develop a region-wide project, preferably via the internet, to provide visitors a comprehensive overview of the Civil War story in the HCWHA	\$40,000	\$60,000	MHAA, NEH (funds already secured)
MCWHA interpretive panels (orientation to heritage (assume 10 @ \$3500 installed)	\$35,000	\$35,000	MHAA, Corporate partners, sponsors
Develop 3-5 special 150 th Anniversary of the Civil War packages (assume 5 @ \$1,000)	\$5,000	\$5,000	MHAA, Corporate partners, sponsors
Publish maps and guides	\$15,000	\$15,000	MHAA, MD Humanities Council, NEH
Stewardship/preservation workshops (assume 3 @ \$2,500)	\$7,500	\$7,500	MHAA, Nat Scenic Byways
Increase awareness of the HCWHA by installing signage along roads and highways leading into the heritage area.	\$TBD	\$TBD	MHAA, National Scenic Byways
Active TIZ - Hagerstown			
Improvements to Visitor Center on Square	\$10,000	\$15,000	City, County, MHAA
Exhibit panels for vacant store windows	\$5,000	\$8,000	MHAA, Chamber, sponsors
Exhibit at Visitor Center (theme from interpretive plan)	\$10,000	\$15,000	MHAA, MD Hum Council, sponsors
Active TIZ – Hagerstown (continued)			

Façade grant pool (for \$5,000 grants for qualified rehabs)	\$50,000	\$75,000	MHAA
Town walking tour brochure in MCWHA format	\$5,000	\$7,000	MHAA, town
Active TIZ - Middletown			
Downtown Revitalization Strategic Plan	\$40,000	\$60,000	MHCD, town
Enhanced Wayfinding Signage in town center	\$15,000	\$20,000	Md Scenic Byways,
Strategic plan for Lamar Center/Historical Society	\$10,000	\$15,000	MHAA, MHT
Exhibit @ Lamar Center (theme from interpretive plan)	\$10,000	\$15,000	MHAA, Md Hum Council, sponsors
Interpretive panels, themed walking tour (assume 10 @ \$1500 installed)	\$15,000	\$15,000	MHAA, town
Façade grant pool (for \$5,000 grants for qualified rehabs)	\$20,000	\$50,000	MHAA
Town walking tour brochure in MCWHA format	\$5,000	\$7,000	MHAA, town
Active TIZ - Taneytown			
Visitor Center exhibit (theme from interpretive plan)	\$10,000	\$15,000	MHAA, Md Hum Council, sponsors
Pedestrian scaled wayfinding signage	\$15,000	\$20,000	MHAA, town
Façade grant pool (for \$5,000 grants for qualified rehabs)	\$20,000	\$50,000	MHAA
Interpretive panels, themed walking tour assume 10 @ \$1500 installed)	\$15,000	\$15,000	MHAA, town
Town walking tour brochure in MCWHA format	\$5,000	\$7,000	MHAA, town
Total	\$480,000	\$673,000	

Credits

Steering Committee

Joe Adkins, City of Frederick Planning Department
Kristin Aleshire, Planner, Towns of Middletown and Myersville
George Anikis, Washington County Planning Commission
Robert Arch, Washington County Department of Planning & Community Development
Cathy Baty, Historical Society of Carroll County
Barbara Beverungen, Carroll County Office of Tourism
Heidi Campbell-Shoaf, Town of Burkittsville
Matt Candland, Town of Sykesville
Daphne Daly, Carroll County Bureau of Planning
Darrell Davidson, Carroll County Bureau of Planning
Janet Davis, Frederick County Department of Planning & Zoning
John Fieseler, Tourism Council of Frederick County, Inc.
Dennis Frye, Historian and Preservationist
Pat Hammond, Town Council of Sharpsburg
Dean Herrin, Catoctin Center for Regional Studies at Frederick Community College
John Howard, Antietam National Battlefield
Tom LeGore, local historian
Kathleen Maher, City of Hagerstown Department of Planning
Tom O'Farrell, business representative
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Dana Shoaf
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Maryland Heritage Areas Authority²⁵

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