

Anacostia Trails Heritage Area

**5-Year Action Plan/Management Plan Update
(in the MHAA format)**

**Approved June 2010
(revised October 2010)**

Introduction:

This Heritage Area Management Plan Update serves as the 5-Year Action Plan required by the Maryland Heritage Areas Authority's Strategic Plan, which was passed in October 2009. This Update is designed based on the template provided by MHAA.

This Update/5-Year Action Plan contains the status of implementation from the original 2001 Management Plan, the decisions from ATHA Inc.'s strategic planning process, and integrates items from the various Sector plans (conducted by the Maryland-National Capital Park and Planning Commission) that have been established within the past 3 years. (See attachment A for the Status of Implementation Chart)

This Update/5-Year Action Plan does not solely focus on the role of the management entity, ATHA, Inc. The recent strategic plan focuses on the activities of the management entity. This Update adds the various activities, product development initiatives, and other strategies that are implemented by other partners, to the extent possible. The Management Plan, first approved in 2001 and updated in 2010, spells out the role of various stakeholders within the Heritage Area, including the Maryland-National Capital Park and Planning Commission, the Conference and Visitors Bureau, and the 14 municipalities located within the geographic boundaries of the Heritage Area.

About the Anacostia Trails Heritage Area:

The Anacostia Trails Heritage Area (the "Heritage Area") is one of 11 such certified heritage areas in Maryland, overseen by the Maryland Heritage Areas Authority ("MHAA"). The Heritage Area is located in Northern Prince George's County, just north of Washington, DC along the Anacostia River and U.S. Route 1 (Baltimore Blvd). The Heritage Area was developed to highlight the historic, natural and cultural aspects in the geographic area of the 14 municipalities and encourage heritage tourism.

Municipalities inside the Heritage Area are:

- Bladensburg (Considered one of the Port Towns)
- Colmar Manor (considered one of the Port Towns)
- Cottage City (considered one of the Port Towns)
- Edmonston (considered one of the Port Towns)
- Berwyn Heights
- Greenbelt
- College Park
- Mt. Rainier (in the Gateway Arts District)
- Brentwood (in the Gateway Arts District)
- North Brentwood (in the Gateway Arts District)
- Riverdale Park
- University Park
- Hyattsville
- Beltsville

The Anacostia Trails Heritage Area is one of eleven heritage areas in Maryland. The state created the Heritage Areas Program in 1996 to help communities strengthen their economies by developing, protecting, and promoting their cultural, historical, and natural resources. Maryland's heritage areas are locally designated and State certified regions where public and private partners make commitments to preserving historical, cultural and natural resources for sustainable

economic development through heritage tourism. At the local level, Heritage Areas focus community attention on often under-appreciated aspects of history, living culture, and distinctive natural areas, thus fostering a stronger sense of pride in the places where Marylanders live and work.¹ The Maryland Heritage Areas Authority (MHAA) oversees and supports the areas.

Relevant organizations playing a role in the Heritage Area mentioned in this Plan:

Redevelopment Authority (RA): This entity within Prince George’s County government assists with development issues across the county. It was designated as the management entity for the Anacostia Trails Heritage Area in 2001. ATHA, Inc. would like to take on that role, and will work with the RA to make that happen.

Maryland National Capital Parks and Planning Commission (MNCPPC): The Maryland-National Capital Park and Planning Commission is a bi-county agency empowered by the State of Maryland in 1927 to acquire, develop, maintain and administer a regional system of parks within Montgomery and Prince George’s Counties, and to provide land use planning for the physical development of Prince George’s and Montgomery counties. In addition, the Commission gained responsibility for the public recreation program in Prince George’s County in 1970. The Commission coordinates and acts on matters of interest to both counties, and meets at least once a month. The members of the Commission from each county serve as separate Planning Boards to facilitate, review and administer the matters affecting their respective counties. MNCPPC includes heritage sites in its work regarding public recreation, and has had a seat on the Board of ATHA, Inc.

Maryland Heritage Areas Authority (MHAA): A 17 member board consisting of various agency representatives dedicated to managing and overseeing the Maryland Heritage Areas Program. Their role is to certify new heritage areas, provide staff support for current heritage areas, and cross agency coordination. MHAA also administers the benefits given to heritage areas which are marketed by each local area. These include:

- Operational support to the management entities in each heritage area
- Matching project grants to improve heritage areas and tourism. These can be used by local governments or non-profit groups. The matches have to be dollar for dollar.
- Marketing grants to help market each heritage area
- Benefits that are available in Targeted Investment Zones

Target Investment Zones (TIZ): Areas within each Heritage Area that have main benefits:

- Loans to assist with the preservation of heritage resources and the enhancement of heritage attractions and visitor services
- Historic Preservation Tax Credits to help rehab historic sites and properties (or sites/ properties that contribute to furthering the vision of the heritage area.)
- The TIZs in the Anacostia Heritage Area are College Park, Berwyn Heights, Greenbelt Riverdale Park. Expansion of the TIZ is possible through approval of MHAA.
- Capital Grants

Each Municipal government within the Anacostia Trails Heritage Area: Each municipality selects a member of its council or staff to be on the Board of ATHA, Inc. and provides dues to help ATHA, Inc. In this new Plan, these representatives become members of the “Governing” board and will select the initial new “managing” board and both will run as described in the Strategic Business plan.

¹ From the MHAA website, February 2010

Preservation / Conservation Organizations: In this plan, ATHA, Inc. will partner with historic preservation organizations in a more coordinated way (see Historic, Cultural, Natural Preservation and Conservation component). These organizations include, and are not limited to: Prince George's Heritage, friends groups for various sites, the Anacostia Watershed Society, Prince George's County Historical and Cultural Trust, Berwyn Heights Historic Preservation Committee, Historic Preservation Department, and the University of Maryland.

Port Towns: The Towns of Bladensburg, Colmar Manor, Cottage City, and Edmonston comprise the Port Towns. The area is nestled in Prince George's County at the head of the Anacostia River and has several resources they share. The Port Towns Community Development Corporation (Port Towns CDC) is the entity that works with each town to enhance the tourism, business and community development in the area.

Gateway Arts District: As a result of the interests expressed by the community in developing an arts district, in January 2002, the State of Maryland designated the Gateway Arts District as one of the eighteen Arts and Entertainment Districts in the state. The municipalities in this district are Mt. Rainier, Brentwood, North Brentwood and Hyattsville. The managing entity includes the Gateway CDC and the Hyattsville CDC as well as other stakeholders. In February 2002 the Maryland-National Capital Park and Planning Commission initiated a sector plan to reexamine land use, zoning, and development standards to ensure implementation of the communities' vision of the Prince George's County Gateway Arts District. ATHA, Inc. works with groups in this district to enhance the cultural resources in the Heritage Area.

Prince George's Conference and Visitors Bureau: The Prince George's County Conference & Visitors Bureau (CVB) is the official destination marketing organization for Prince George's County, Maryland. Through the efforts of the CVB and our many partners, we actively market and promote Prince George's County (regionally and nationally) as a prime Mid Atlantic destination for leisure travelers, meetings, conventions, reunions, group tours, sporting events and special events. The CVB is a membership organization, working with the Maryland Office of Tourism and has a seat on the board of ATHA, Inc.

Vision for the Anacostia Trails Heritage Area

The Anacostia Trails Heritage Area is a place where visitors come to experience the evolution of our Nation through our history, culture, and natural assets. Visitors will easily find ways to enjoy the Anacostia River and beautiful trails, as well as the culture and arts that highlight our diversity. The restored historical sites and properties in each municipality emphasize the area's significance in our Nation's history. Visitors will also enjoy area restaurants, retail, and other amenities. All this is connected via tours, trails, signage and transportation. Visitors and community members will encourage others to come and experience all that the Heritage Area has to offer.

Mission of the Management Entity (ATHA, Inc)

The mission of ATHA, Inc is to advocate for, organize, and promote heritage tourism in a way that fosters economic development while revealing and protecting the cultural, historic, and natural resources in each community within the Anacostia Trails Heritage Area.

Summary of Accomplishments of the 2001 Management Plan:

- The Gateway Arts and Entertainment District was established by the Gateway Community Development Corporation and other partners (Gateway CDC)
- One interpretive brochure was published – the African American Experience brochure (ATHA, Inc.)
- Natural resource conservation measures (wetlands replacement, etc) and education around the Anacostia River done and on-going (Anacostia Watershed Society)
- Bladensburg Waterfront Park redesigned (MNCPPC and Prince George's County)
- Renovate building and grounds of Riversdale Mansion (MNCPPC)
- Excavation along Bostwick House
- Walking tours by several municipalities highlighting their heritage
- Adoption of wayfinding design standards and installation in 4 test communities (Greenbelt, Hyattsville, College Park, Riverdale Park)
- Several murals reflecting the history in the area
- George Washington House renovations
- Launch of the annual ATHA Bike Ride, a community wide bike ride touching several historic sites.
- ATHA newsletter, website, and calendar established and used frequently.

See Attachment A – Status of Implementation Chart for more accomplishments

Major change to the 2001 Management Plan:

- Changing of the Management Entity:

- The Redevelopment Authority has expressed they no longer want to be the management entity. At the same time, the Anacostia Trails Heritage Area Inc, board of directors decided to increase its capacity to become the Management Entity of the Anacostia Trails Heritage Area. A Strategic Business plan was developed to move ATHA, Inc in this direction. Some items in this work plan will be also included in the Business plan, although this 5 year work plan is about the entire heritage area, and not just ATHA, Inc. We anticipate this will require changes in legislation and comprehensive plans.
- Refining the interpretive Themes:
 - The themes as outlined in the 2001 Management Plan (Status document on attachment A) are the same. However, in order to wrap all these themes in a cohesive “package” an overarching theme as established:

Experience the Evolution of our Nation

Rational behind this change:

- This enables all the municipalities and sites to be connected even though they are very diverse.
- This is the area where transportation evolved (foot, stagecoach, boat, train, air, space) – and the role of Route 1 as a major highway back in the day
- This is the area where architecturally houses and buildings evolved (you can find various architecture across the area – and this includes the planning community
- This is the area where there were Native Americans, and then the pioneers, then the slave trade, the freed slaves and their contributions, and the work of today.
- This is the area that saw several wars that marked our nation’s history: including the war for independence, the war of 1812, and the civil war. (so can talk about these histories and honor veterans in each municipality.
- The river is significant for its port and tobacco
- The cultural and artistic aspects
- Immigration and the new cultures here

Component 1: Historic, Cultural, and Natural Preservation and Conservation

RESULT: *Within the next three to five years we will see ...*

ATHA, Inc. works to enhance historical, natural, and cultural heritage preservation by partnering with preservation and conservation groups, advocating when needed, and connecting to resources. ATHA, Inc. also strengthens local heritage through awareness of MHAA grants, loans, tax credits and technical assistance.

Goal 1: Link to preservation and conservation groups in order to strengthen and advocate for the Heritage Area's historical, cultural, and natural treasures.

Objective	Action Item	Start Date Implementation date	Estimated costs?	By Whom (Committee, Staff, Board)	
A. Build partnerships with preservation and conservation groups, and specify benefits to each.	<p>Identify each group (including arts advocates, preservation groups in each municipality, etc.) These groups could include Prince George's Heritage, friends groups for various sites, the Anacostia Watershed Society, Prince George's County Historical and Cultural Trust, Berwyn Heights Historic Preservation Committee, Historic Preservation Department, and the University of Maryland.</p> <p>Consider reconstructing the Heritage Area preservation team at the university to help with trail development, etc.</p> <p>Meet with each one to explain ATHA, Inc.'s role and how they can benefit.</p> <p>Explore a special committee of these groups to advise on actions.</p>	<p>Spring 2010</p> <p>Fall 2010</p>	ATHA, Inc. director's time ²	ATHA, Inc staff to plan, coordinate and facilitate meetings	<p>___Heritage Product</p> <p>___X_Partnerships</p> <p>___Regional Identity</p>
B. Determine benefits of preservation/conservation groups working with ATHA, Inc. and use to build partnerships.	<p>List the benefits and have the board agree on them:</p> <ul style="list-style-type: none"> - legislation/zoning, etc., - links to state and local funding as available - hearings when support from a large entity can be helpful for preservation purposes - others? <p>Agree on the process for approving legislative/zoning actions.</p>	Spring 2010	ATHA, Inc Director's staff cost	ATHA, Inc.'s Managing Board and Executive committee to determine the benefits	<p>___Heritage Product</p> <p>___X_Partnerships</p> <p>___Regional Identity</p>

² The ATHA, Inc Executive Director is paid \$55,000-\$60,000 and will work out the percent of time on each task with the direction of the new Board of Directors. A consultant or employee will be added to coordinate the War of 1812 Commemoration effort, likely around \$35,000 – \$45,000 a year.

	The letters/testimony should be approved before staff acts on them.	Summer 2010			
C.	Participate in the War of 1812 work to promote and ensure preservation/conservation of Heritage Area. Participate in the commission's work. Ensure that all preservation groups in the relevant area are included in the activities, etc.	Spring 2010 Ongoing	ATHA, Inc.'s consultant or coordinator full time	ATHA, Inc. to lead the War of 1812 /Battle of Bladensburg commemoration Task Force	X_Heritage Product X_Partnerships X_Regional Identity
D.	Work with partner conservation/preservation groups to develop the Heritage Area interpretive theme trails (i.e. transportation, settlements, etc.) Identified in the Heritage Area Management Plan, including transportation, the river, settlement patterns, and more. ATHA should help facilitate this work. Consider reconstructing the Heritage Area preservation team at the University of Maryland to help with trail development, etc.	Summer 2010 Finish all trails by fall 2014	ATHA, Inc.'s director's time	ATHA, Inc. staff will coordinate meetings of this conservation/preservation group.	X_Heritage Product X_Partnerships Regional Identity

Goal 2: Work with partners to increase the number of historic sites and districts, both local and national.

Objective	Action Item	Start Date Implementation date	Estimated costs?	By Whom (Committee, Staff, Board)	
A. Work with groups to increase historic districts--national and local--to ensure historic preservation.	Compile list of historic sites and districts in the Heritage Area (local and national). Determine (based on sector plans and other conversations) where other districts should be, and encourage groups to move through that process.	Fall 2010	ATHA, Inc Director	ATHA, Inc. staff and conservation/preservation groups	X_Heritage Product X_Partnerships Regional Identity
B. Refer groups to Historic Preservation Commission for tax credits and other items for historic districts and sites.	Historic Preservation Commission just passed its plan for historic districts and sites, and ATHA, Inc. should help people take advantage of the benefits. Refer to the Historic Sites and Districts Plan.	Spring 2010	ATHA, Inc. Director costs	ATHA, Inc. staff as these items come up.	Heritage Product X_Partnerships Regional Identity

Goal 3: Strengthen historic, cultural, and natural sites.

Objective	Action Item	Start Date Implementation date	Estimated costs?	By Whom (Committee, Staff, Board)	
A. Promote the availability of MHAA funding for local sites.	See marketing component- page 14	Fall 2010 On going	ATHA, Inc. director costs	ATHA, Inc. staff will lead this effort	X_Heritage Product X_Partnerships Regional Identity
B. Conduct workshops to provide technical assistance for groups interested in MHAA funding.	Conduct semi-annual workshops regarding grants available through MHAA.	Spring 2010	ATHA Director time	ATHA, Inc. director will coordinate and lead this effort	Heritage Product Partnerships Regional Identity
C. Partner with MNCPPC to provide technical assistance to groups to help them with visitor experience.	Technical assistance could include press releases, marketing, visitor experience, etc. MNCPPC already does this for its sites; staff there has agreed to help with others that are not MNCPPC sites.	Ongoing	MNCPPC Staff (no estimate available)	MNCPPC staff will coordinate, ATHA, Inc. to help	Heritage Product Partnerships Regional Identity

Component 2. Enhancing Visitor Experience

RESULT: *Within the next three to five years, we will see ...*

ATHA, Inc. works to enhance visitors' experiences by increasing tourism related economic activity and visitor amenities through advocating for specific programs and services, as well as by forming partnerships with municipalities and community development groups. As a result of these efforts, we will see more shops and restaurants, streetscaping, and overall investment in the Heritage Area. ATHA, Inc. also advocates for signage and connections so that it is easier for visitors to locate sites and connect to other sites in the area.

Goal 1: Enhance the regional identity and visitor experience by adding signs that help visitors reach their destinations.

Objective	Action Item	Start Date Implementation date	Estimated costs?	By Whom (Committee, Staff, Board)	
A. Devise a signage plan for visitors to find their way while driving and walking.	Signage plan is a plan for where signs would go so ATHA, Inc. can help lead visitors to the sites. Plan includes the design piece.	Fall 2010	\$50,000 for signage	Visitor Experience committee and ATHA, Inc. staff (could tie into the War of 1812 effort)	<input type="checkbox"/> Heritage Product <input checked="" type="checkbox"/> Partnerships <input checked="" type="checkbox"/> Regional Identity
B. Continue to raise funds for uniform way finding signage throughout the Heritage Area.	Work with MHA grants and other capital grants for such signage. Once banners go up, this will improve regional identity. Signage throughout the heritage area should be large to best help people find their way while driving.	Fall 2010 through Fall 2012	\$50,000 for signage	ATHA, Inc. board and staff (this could tie into the War of 1812 work)	<input type="checkbox"/> Heritage Product <input checked="" type="checkbox"/> Partnerships <input checked="" type="checkbox"/> Regional Identity
C. Build a Heritage Area Visitor Center	Continue plans to build the visitor center off Route 1. Raise money to ensure that the center is built in the next five years.	Design started Spring 2009	\$400,000 (multiple sources)	Hyattsville CDC and City of Hyattsville to lead the effort. ATHA, Inc staff and board to support	<input checked="" type="checkbox"/> Heritage Product <input checked="" type="checkbox"/> Partnerships <input checked="" type="checkbox"/> Regional Identity

Goal 2: Enhance visitor experience with historic streetscaping near historic sites and along corridors.

Objective	Action Item	Start Date Implementation date	Estimated costs?	By Whom (Committee, Staff, Board)	
<p>A. Advocate for capital spending on streetscaping near historic sites and along corridors.</p>	<p>Demand changes to Route 1 as indicated in the sector plans (Bladensburg, etc.) Refer to other sector plans as well.</p>	<p>Ongoing</p>	<p>ATHA, Inc. director costs</p>	<p>ATHA, Inc. director with the Visitor Experience Committee</p>	<p>X_Heritage Product _Partnerships _Regional Identity</p>
<p>B. Work with economic development entities (community development groups, municipalities, etc.) to streamline capital investment process for Route 1 and other major corridors and explore funding options.</p>	<p>Work with county council members to make Route 1 a priority. Work with developers. Explore TIF (tax increment financing) on developments; part of this financing could go to streetscaping specific areas.</p>	<p>Summer 2010 Ongoing</p>	<p>ATHA, Inc. director costs</p>	<p>ATHA, Inc. to coordinate this advocacy effort CDC and municipal partners</p>	<p>_Heritage Product _Partnerships _Regional Identity</p>
<p>C. Work with state highway administration and other agencies to develop Scenic Byways along Routes 1, 201, and 450 in order to better connect the historic/cultural sites.</p>	<p>Meet with state highway officials and others to determine the best process. Make sure that county council and legislators work to make state highway prioritize this area for its programs.</p>	<p>Fall 2010 Fall 2014</p>	<p>Board hours for advocacy and ATHA, Inc. Director</p>	<p>ATHA, Inc. staff and Visitor Experience committee</p>	<p>_Heritage Product X_Partnerships _Regional Identity</p>
<p>D. Work with municipalities and partners to create a trolley along Route 1 to connect sites and make travel easy for visitors.</p>	<p>Trolley was high on the priority list for stakeholders. Does not have to be a rail trolley; could be a road trolley. Would have to be operated effectively.</p>	<p>Fall 2011 Fall 2015</p>	<p>ATHA, Inc. director time, and War of 1812 coordinator time</p>	<p>ATHA, Inc. staff, board, and partners (this is imperative for the War of 1812 work)</p>	<p>X_Heritage Product X_Partnerships _Regional Identity</p>

Goal 3: Work with businesses and municipalities to spur economic development so visitors have retail outlets and other amenities while visiting the Heritage Area.

Objective	Action Item	Start Date Implementation date	Estimated costs?	By Whom (Committee, Staff, Board)	
A. Work with MHAA on improvement of the TIZ benefits and marketing.	As per the MHAA plan – work with MHAA on creating promotional and informational materials/ workshops, etc to help promote the TIZ.	Summer 2010	MHAA staff and ATHA, Inc. director	ATHA, Inc. staff will work with MHAA to create the materials needed to promote the TIZ benefits	<input type="checkbox"/> Heritage Product <input checked="" type="checkbox"/> Partnerships <input type="checkbox"/> Regional Identity
B. Expand the areas in the Heritage Area that are designated TIZs	<p>Current TIZ areas in the Heritage Area are College Park, Riverdale Park, Berwyn Heights, and Greenbelt.</p> <p>Work to designate more TIZs in order to ensure more businesses in various municipalities can utilize the benefits. The expansion should include the Rt. 1 communities.</p> <p>Understand the expansion criteria from MHAA and apply for further designation.</p>	Summer 2010 Fall 2010	ATHA, Inc. directors time	ATHA, Inc. staff and economic development partners will identify more TIZ eligible areas	<input checked="" type="checkbox"/> Heritage Product <input type="checkbox"/> Partnerships <input type="checkbox"/> Regional Identity
C. Promote the use of the TIZ benefits to municipalities and businesses.	Work with economic development staff of each municipality (or council/staff) to understand the benefits of TIZ and how to apply.	Fall 2010 Ongoing	ATHA, Inc. director's time	ATHA, Inc. staff will work with businesses and economic development partners to promote the TIZ benefits	<input checked="" type="checkbox"/> Heritage Product <input type="checkbox"/> Partnerships <input type="checkbox"/> Regional Identity
D. Work to develop a Main Street Program along Route 1.	<p>Work with municipalities around Route 1 for to apply for Main Street designation, which will provide grants for façade improvements, marketing of the area, etc.)</p> <p>Meet with each municipality on the idea and garner support.</p> <p>Determine the best likely applicant (Gateway? Hyattsville? ATHA, Inc.?)</p>	Spring 2011 deadline Spring 2012	ATHA, Inc. director's time	ATHA staff to gather economic development partners to develop program (and visitor experience committee)	<input checked="" type="checkbox"/> Heritage Product <input type="checkbox"/> Partnerships <input checked="" type="checkbox"/> Regional Identity

Goal 4: Create a Visitor Experience committee for ATHA, Inc. to initiate and manage the visitor experience work.

Objective	Action Item	Start Date Implementation date	Estimated costs?	By Whom (Committee, Staff, Board)	
A. Constitute Visitor Experience committee of managing board members and relevant members of the community.	Define the composition and role of the committee.	Summer 2010	Consultant time (1 hour)	Managing board approved the concept in June 2010	<input type="checkbox"/> Heritage Product <input type="checkbox"/> Partnerships <input checked="" type="checkbox"/> Regional Identity
B. Define role of the Visitor Experience committee	Proposed role: --Work on signage plan --Work on economic development initiatives --Collaborate on initiatives --Oversee the preservation and conservation work	Fall 2010	Managing Board (volunteer hours)	Managing Board	<input type="checkbox"/> Heritage Product <input checked="" type="checkbox"/> Partnerships <input checked="" type="checkbox"/> Regional Identity

Component 3: Marketing the Heritage Area and ATHA, Inc.

RESULT: *Within the next three to five years we will see...*

The Heritage Area is the place to help visitors understand the “Evolution of our Nation.” ATHA, Inc. works at the grassroots level to promote the history and culture within the Heritage Area. This includes working with schools, churches, community groups, municipalities and more to showcase the “Evolution of a Nation” theme. ATHA, Inc. collaborates with the county’s conference and visitors bureau (also the DMO) and municipal marketing entities on marketing to visitors.

Goal 1: Create a Marketing committee that strategically works on all aspects of marketing the Heritage Area and ATHA, Inc.

Objective	Action Item	Start Date Implementation date	Estimated costs?	By Whom (Committee, Staff, Board)
A. Define the role of the Marketing Committee	Role could include: - Help draft and implement the marketing plan for the Heritage Area and one for ATHA, Inc. - Assist staff in executing that plan - Make connections with media resources to ensure coverage of stories related to the Heritage Area (especially upcoming milestones like the War of 1812, etc.)	Summer 2010 Fall 2010	Managing Board members (volunteer hours) Consultant time (1hr)	Managing board approved the concept and recruit members Heritage Product X_Partnerships X_Regional Identity
B. Recruit managing board members and other experts in the field to be on the committee.	Includes DMO and marketing entities from each municipality, experts in the field, etc.	Summer 2010 Annually	Managing Board members (volunteer hours) and ATHA, Inc. director	Managing board to head up recruiting members Heritage Product X_Partnerships X_Regional Identity

Goal 2: Make sure that visitors and communities identify the area as a heritage area and know about its many attractions.

Objective	Action Item	Start Date Implementation date	Estimated costs?	By Whom (Committee, Staff, Board)
A. Develop the messages and brand for the Heritage Area, building on the “Experience the Evolution of a Nation”	Identify and list the audiences and the types of messages for each one, based on the themes of the Heritage Area (i.e. historians, nature and art lovers, visitors, etc)	Summer 2010 Fall 2010	DMO and ATHA, Inc. director time	Marketing committee to help staff Heritage Product Partnerships

<p>theme and the interpretive plan for the Heritage Area.</p>	<p>Refer to the Heritage Area interpretive plan, including work around:</p> <ul style="list-style-type: none"> - Settlement patterns and development of communities - The river and its history - Transportation <p>Other marketing messages and opportunities</p> <ul style="list-style-type: none"> - War of 1812 - 150th anniversary of the Civil War 				<p>X_Regional Identity</p>
<p>B. Plan, execute, and distribute the message about the theme, sites, etc., for visitors.</p>	<p>Collaborate with DMO on specific strategies/opportunities related to ad placement, travel trade shows, etc.</p> <p>Assign specific tasks to DMO and ATHA, Inc. related to this marketing.</p> <p>Utilize web-based marketing through DMO and ATHA, Inc. website.</p>	<p>Summer 2010 Ongoing</p>	<p>DMO time and ATHA, Inc. director time</p>	<p>DMO, ATHA, Inc. director and Marketing committee to lead this effort</p>	<p>Heritage Product Partnerships X_Regional Identity</p>
<p>C. Plan, execute, and distribute message for communities in the Heritage Area.</p>	<p>Coordinate work with local groups, including preservation groups, schools, etc.</p> <p>Use web-based marketing through DMO and ATHA website, and others (like those for municipalities, etc.)</p> <p>Newsletters (e-news), etc.</p> <p>Events</p>	<p>Summer 2010 Ongoing</p>	<p>ATHA, Inc. director time</p>	<p>ATHA, Inc. staff to lead this effort</p>	<p>Heritage Product Partnerships X_Regional Identity</p>
<p>D. Develop marketing work plan with DMO (and vice versa) to ensure ongoing coordination.</p>	<p>Per the MHAA requirements, set up at least annual work plan meeting with DMO.</p>	<p>Spring 2010 Annually</p>	<p>DMO director's time and ATHA, Inc. director time (Committee volunteer time)</p>	<p>Marketing committee, DMO and ATHA, Inc. staff to coordinate</p>	<p>Heritage Product Partnerships X_Regional Identity</p>
<p>E. Make sure ATHA, Inc. board members are versed in the messages and theme so they</p>	<p>Train board members on the messages, conduct role-playing.</p> <p>Provide opportunities for board members to speak publicly about</p>	<p>Summer 2010 Ongoing</p>	<p>DMO director and ATHA, Inc director</p>	<p>Marketing committee</p>	<p>Heritage Product</p>

can discuss it with their constituents and networks.	the Heritage Area (at council meetings and others).		time		Partnerships X_Regional Identity
F. Apply for the MHAA marketing grant in order to further the work.	Coordinate with the CVB to apply for and administer the grant funds.	Summer 2010	DMO Director and ATHA, Inc. director time	Staff and DMO	Heritage Product X_Partnerships X_Regional Identity
G. Utilize the War of 1812, Battle of Bladensburg, Star Spangled Trail, and 150 th anniversary of the Civil War to market the Heritage Area.	Work with 1812 Commission and stakeholders in the Heritage Area to ensure that state funds and attention comes to this area. Attend all committee meetings. Work with sites and historic groups on strategies and events for these high-profile events.	Summer 2010 Fall 2014	ATHA, Inc 1812 coordinator, DMO director	1812 Task Force and DMO (with ATHA, Inc. as the lead) to develop the plan and execute the work	Heritage Product X_Partnerships X_Regional Identity

Goal 3: Ensure that ATHA, Inc. is known as a resource for municipalities and groups interested in heritage tourism.

Objective	Action Item	Start Date Implementation date	Estimated costs?	By Whom (Committee, Staff, Board)	
A. Develop the message about ATHA Inc. and the value it brings to heritage tourism in the area.	Develop the tagline and message about ATHA, Inc.'s role. (Ten-second speech or sound bite case statement on the value that ATHA brings, etc.)	Spring 2010 Summer 2010	DMO and ATHA, Inc. Director time	Marketing Committee will work with ATHA, Inc. staff and DMO	Heritage Product Partnerships X_Regional Identity
B. Let municipalities, businesses, heritage groups, etc. know about the resources available through ATHA, Inc. (including TIZ benefits, and	Schedule meetings with town councils. Attend council meetings to give regular updates on ATHA, Inc. and the resources available by being included in the Heritage Area (including TIZ, grants, etc.)	Spring 2010 Ongoing	ATHA, Inc. director's time	ATHA, Inc director will meet with municipalities and organizations about the benefits.	Heritage Product X_Partnerships

grants) and other projects.	The message should also be about the broader theme of the Heritage Area. Utilize the tenth anniversary as a marketing opportunity.					Regional Identity
C. Conduct workshops to provide technical assistance to groups interested in MHAA funding.	Conduct semi-annual workshops regarding grants available through MHAA.	Spring 2010 Ongoing	ATHA, Inc director time	ATHA, Inc. director to organize the meetings	X_Heritage Product X_Partnerships Regional Identity	
D. Partner with MNCPPC to provide technical assistance to ensure historic sites are strong.	MNCPPC already does this for its sites and has agreed to do so for others (see Preservation Component).	Ongoing	MNCPPC to lead the process	ATHA, Inc. and MNCPPC will coordinate	X_Heritage Product X_Partnerships X_Regional Identity	

Goal 4: Work with partners to create events that market the Heritage Area.

Objective	Action Item	Start Date Implementation date	Estimated costs?	By Whom (Committee, Staff, Board)	
A. Develop "Passport to History" event.	Popular event worked well a few years ago, was sponsored by MNCPPC Tie into the War of 1812/Battle of Bladensburg commemoration	Spring 2010 Summer 2010	ATHA, Inc director and 1812 coordinator time	ATHA Inc director and preservation partners	X_Heritage Product X_Partnerships X_Regional Identity
B. Continue and enhance the Bike Ride sponsored by ATHA, Inc.	Assess the success of the bike rides and enhance them.	Spring 2010 Ongoing	ATHA, Inc director time	ATHA, Inc staff and bike committee	X_Heritage Product X_Partnerships X_Regional Identity

					Identity
<p>C. Make sure ATHA, Inc. participates in Heritage Area partner events.</p>	<p>Attend and at times have a table at events as needed. Ensure that ATHA, Inc. is represented at events.</p>	<p>Spring 2010 Ongoing</p>	<p>ATHA, Inc. director time</p>	<p>ATHA, Inc. staff and board attend as needed</p>	<p>__Heritage Product _X_Partnerships _X_Regional _Identity</p>
<p>D. Include more events as needed through the marketing plan (see Goal 2).</p>	<p>MNCPPC already does this for its sites and has agreed to do the same for others (see Preservation Component).</p>	<p>Ongoing</p>	<p>ATHA, Inc director time</p>	<p>ATHA, Inc. staff</p>	<p>__Heritage Product _X_Partnerships _X_Regional _Identit</p>

Component 4: Increasing Heritage sites in the Heritage Area

RESULT: *Within 3-5 years, we will see...*

The Heritage Area has more historic, cultural and natural tours, sites, and art. Although partners within the Heritage Area are responsible for this work, ATHA, Inc. helps support and advocate where needed.

Goal 1: Establish connections, walking tours and enhancements of trails

Objective	Action Item	Start Date Implementation date	Estimated costs?	By Whom	
A. Establish connections between the Heritage Area sites using walking paths.	Use MHAA grants and other funding sources for this work <i>Port Towns Plan</i> calls for these paths in the Port Towns area. <i>Gateway Sector Plan</i> calls for this along Rt. 1 to the galleries and sites. Advocate where needed	Ongoing	\$2 million	MNCPPC and Port Towns/ Gateway CDC, and municipalities ATHA, Inc	X_Heritage Product X_Partnerships Regional Identity
B. Establish public art along the pathways through the Port Towns and Hyattsville area	Use MHAA grants and other funding sources for this work Continue the work as established by the Hyattsville CDC Advocate where needed	Ongoing	\$1 million	Hyattsville CDC ATHA, Inc.	X_Heritage Product X_Partnerships Regional Identity
C. Increase murals throughout the Heritage Area	Use MHAA grants and other funding sources for this work Continue the work established by Port Towns CDC and others Advocate where needed	Ongoing	\$10,000- \$15,000 each	Port towns CDC, other municipal agencies, ATHA Inc.	X_Heritage Product X_Partnerships X_Regional Identity
D. Ensure oral histories of	Use MHAA grants and other funding sources for this work	Fall 2010	\$20,000	Preservation	X_Heritage

<p>neighborhoods in the Heritage Area are preserved. Specifically the Lakeland area and others</p>	<p>Continue the work established by Port Towns CDC and others Advocate where needed Work with Historic preservation partners to think about other oral histories that need to be lifted up and make sure the program happens</p>	<p>ongoing</p>	<p>partners, Lakeland oral history project ATHA, Inc</p>	<p>Product _X_ Partnerships ____Regional Identity</p>
<p>E. Implement tours/signage, etc based on the Heritage Area interpretive plan, including work around:</p> <ul style="list-style-type: none"> - Settlement patterns and development of communities - The river and its history - Transportation - Other marketing messages and opportunities - War of 1812 - 150th Civil war anniversary 	<p>(see conservation and preservation section)</p>	<p>Summer 2010 ongoing</p>	<p>\$7,000 per tour/brochure (not including staff time and volunteer time)</p>	<p>X_Heritage Product _X_ Partnerships ____Regional Identity</p>
<p>F. In addition to the items in the Interpretive Plan, increase understanding of other histories in the Heritage Area – including: Native American The history of Immigration in the area.</p>	<p>(see conservation and preservation section)</p>	<p>Summer 2010 ongoing</p>	<p>\$7,000 per tour/brochure or signs (not including staff time or volunteer time)</p>	<p>X_Heritage Product _X_ Partnerships ____Regional Identity</p>
<p>G.</p>				

Build walking /biking tours from the metro stations	Analyze the tours that are possible for walking and biking from the metros (Greenbelt, Hyattsville, new Carrollton, Landover, etc)	Spring 2011	ATHA, Inc. staff time for coordination, and \$5,000 per tour	ATHA, inc partners and War of 1812 Task Force	X_Heritage Product __Partnerships __Regional Identity
H. Develop Walking tours of the towns in ATHA	Encourage municipalities to build their walking tours (Brentwood, College Park, and Port towns have started). Any signage needs to have the ATHA design, especially if it is paid for by ATHA or MHAA funding. Encourage the use of MHAA funding for these projects.	Ongoing	\$5,000 per walking tour	Each municipality with ATHA, inc assistance as needed	X_Heritage Product X_Partnerships __Regional Identity

Goal 2: Ensure capital projects increase to enhance and build on historic, natural, and cultural sites.

Objective	Action Item	Start Date Implementation date	Estimated costs?	By Whom	X_Heritage Product __Partnerships __Regional Identity
A. Build African American Heritage Center in the Gateway Arts District (see the Gateway plan)	Continue the work established by Port Towns CDC and others Advocate where needed	Slated to be built in 2012	\$10million	Board of African American Museum is the lead	X_Heritage Product __Partnerships __Regional Identity
B. Continue clean up and restoration of the Anacostia River, including wetlands replacement, levees, sediment reductions, and other preservation, recreation strategies.	<i>(Please see page 10 of the Status of Implementation chart (Attachment A) for more details.)</i>	Ongoing	Over \$2 million	Anacostia Watershed Society is the lead	X_Heritage Product __Partnerships __Regional Identity

<p>C. Reconstruct 80 acres of wetlands along the Anacostia River and restore eroded stream corridors in Bladensburg <i>20 acres done</i></p>		Ongoing	Over \$20million	AWS is the lead to ensure this effort happens	<p>__X__Heritage Product __Partnerships __Regional Identity</p>
<p>D. Increase “greening” strategies in each municipality, including preserving and increasing park lands, green streets (Edmonston)</p>	<p>Construct bio-retention islands and solar energy powered street lighting in the Port Towns. <i>In Port Towns Sector Plan</i></p> <p>Build more Green Streets in the area (Bladensburg and Port Towns plan)</p> <p>Each Sector plan for the municipalities has greening initiatives.</p>	Spring 2010 Ongoing	Over \$10 million each green street	Municipalities and other partners are the lead entities (Green Street in Edmonston and Bladensburg)	<p>__X__Heritage Product __Partnerships __Regional Identity</p>
<p>E. Develop a railroad trail bridge opening schedule to improve opportunities for larger boats in the Anacostia River</p>	<p>(See status of Implement chart)</p>	Spring 2015	Over \$20 million	MNCPPC is the lead entity	<p>__X__Heritage Product __Partnerships __Regional Identity</p>
<p>F. Construct North Gate Park, (U of MD) which will include pedestrian bridge across Paint Branch, a picnic area, and interpretive area.</p>	<p>(See status of Implement chart)</p>	Spring 2015	Over \$10million	City of College Park and U of MD is the lead entity	<p>__X__Heritage Product __Partnerships __Regional Identity</p>
<p>G. Design and install a distinctive feature on the</p>	<p>(See status of Implement chart)</p>	Spring 2012	\$50,000	MNCPPC, Colmar Manor	<p>__X__Heritage Product</p>

Dueling Grounds – life sized sculptures of Barron and Decatur	Use the War of 1812/Battle of Bladensburg commemoration as a way to move this forward			are the lead entities (War of 1812 Task force to help)	__Partnerships __Regional Identity
H. Improve access to the Dueling Grounds and improve infrastructure to include a gazebo, public art, and landscaping	<i>(included in the Port Towns Sector plan)</i> Use the War of 1812/Battle of Bladensburg commemoration as a way to move this forward	Spring 2012	\$100,000	MNCPPC – Colimar Manor are the lead partners (War of 1812 Task Force to help	X_Heritage Product __Partnerships __Regional Identity
I. Convert the 1930s filling station on Rhode Island Ave into a visitors center and an interpretive site explaining the origins and evolution of Route 1	Mount Rainier wants to redevelop the entire Block area (<i>see Gate way Sector plan</i>)		\$1 million	Mt. Rainier and Gateway CDC the lead	X_Heritage Product __Partnerships __Regional Identity
J. Establish a Muppet Museum focus on the art of Jim Henson (UMD alum)	<i>(See status of Implement chart)</i>	2015	\$5 million	University of Maryland the lead	X_Heritage Product __Partnerships __Regional Identity
K. Construct a working replica of the Cottage City Mill	<i>(see in the Port Towns sector plan)</i> One idea is a shadow monument (much like Ben Franklin’s house in Philadelphia) as a way to do this via the War of 1812/Battle of Bladensburg commemoration	2012	\$50,000	Cottage City and War of 1812 Task Force	X_Heritage Product __Partnerships __Regional Identity
L.					

Revitalize the Berwyn commercial district in College Park	<i>See the College Park Plan</i>	2015	\$10million	City of College Park is the lead	X_Heritage Product Partnerships Regional Identity
M. Construct public plaza at the College Park MetroRail Station	<i>See the College Park Plan</i>	2015	\$5million	City of College Park	X_Heritage Product Partnerships Regional Identity
N. Redevelop Rhode Island Ave between 38 th street and Bunker Hill road to include a town feature	<i>Gateway Arts district plan</i>	2017	\$10 million	City of Mt. Raimier and Gateway CDC	X_Heritage Product Partnerships Regional Identity
O. Improve Facades and renovate buildings in Hyattsville to accommodate heritage area retail and service support establishments	<i>GATEWAY PLAN and some already happening</i> Provide a multi story retail center in proximity to historic sites and attractions in Hyattsville	Moving forward currently	\$5million	Hyattsville CDC, City of Hyattsville (EYA is the developer)	X_Heritage Product Partnerships Regional Identity
P. Develop/enhance the retail offerings along Bladensburg Road	<i>Port Town Sector Plan</i>	Ongoing		Port Towns CDC and the municipalities	X_Heritage Product Partnerships Regional Identity

<p>Q. Redesign the Peace Cross intersection</p>		<p>Not likely to happen before 2015</p>	<p>\$10million</p>	<p>MNCPPC</p>	<p><input checked="" type="checkbox"/> X_Heritage Product <input type="checkbox"/> Partnerships <input type="checkbox"/> Regional Identity</p>
<p>R. Develop and improve Riverdale Town Center</p>	<p><i>See Sector Plan</i></p>	<p>2015</p>	<p>\$10million</p>	<p>Town of Riverdale</p>	<p><input checked="" type="checkbox"/> X_Heritage Product <input type="checkbox"/> Partnerships <input type="checkbox"/> Regional Identity</p>

Appendix A. Definitions

Results: Each component has a result to achieve in five years. It is a statement of what ATHA, Inc. will look like and accomplish in the next three - five years.

Action Plans: Specific plans that detail the goals, strategies, partners to engage, who is responsible for making things happen, and timelines for implementation. These are the road maps to getting things done.

Goals: These set out the accomplishments the organization hopes to make within a specific time period.

Objectives: Statements (usually measurable in some way) of short-term achievements and collections of activities that, if achieved, constitute fulfillment of the goals.

Strategies/Action Items: The activities that will be implemented to ensure that the goals are accomplished. They answer the question, “What will it take to accomplish our goal?”