Lower Susquehanna Heritage Greenway

Management Plan

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Acknowledgments

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LOWER SUSQUEHANNA HERITAGE GREENWAY
MANAGEMENT PLAN

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EXECUTIVE SUMMARY

Context

The Maryland Heritage Area Authority (MHAA) designated the Lower Susquehanna Heritage Greenway (LSHG) a "Recognized Heritage Area" in 1997. As such, the LSHG meets the basic requirements for a successful heritage tourism development program. The LSHG contains the key elements related to the early history of our country, and a unique heritage that has been preserved in the local culture. With its 58 miles of waterfront vistas and indigenous wildlife the natural beauty of the LSHG is unsurpassed. In addition, the region possesses the leadership, organizational capabilities, and commitment to resource stewardship to assure successful implementation of the heritage tourism development program outlined in the Lower Susquehanna Heritage Greenway Management Plan (the Management Plan).

The Certified Heritage Area Boundary

The proposed "Certified Heritage Area" encompasses nearly 45,000 acres in Cecil and Harford Counties. It is over 12 miles in length, extending from just north of the Conowingo Dam to the head of the Chesapeake Bay along both sides of the Susquehanna River.

Partners

The role of Lower Susquehanna Heritage Greenway, Inc. (LSHGI), the management entity that will be responsible for the implementation of the Management Plan, will be to serve as a catalyst for aiding partners and facilitating actions by others through the distribution of funds and other assistance. Partnerships are critical to the successful implementation of the Management Plan. Key partners include Harford and Cecil Counties, the Towns of Port Deposit and Perryville, the City of Havre de Grace and Susquehanna State Park, which are expected to endorse the Management Plan and continue to support the efforts of the LSHGI. Other important partners include the village of Darlington, museums, and civic and business organizations.

The Management Plan

The Management Plan is a five-year blueprint for expansion of the LSHGI's program for heritage tourism and greenway development. The Management Plan is organized into three parts. Part I describes existing conditions in the LSHG. Part II establishes the policy framework for the Management Plan. Part III summarizes the LSHGI's Five-Year Business Plan.

The Five-Year Business Plan

Part III, the Five-Year Business Plan, outlines the five-year development program that the LSHGI will follow to implement the strategies set forth in Part II. This part of the Management Plan is essential and includes detailed recommendations concerning organizational structure and staffing, program activities, capital projects, funding, and marketing and outreach strategies.

Attracting new, highly qualified members for the LSHGI Board of Directors and hiring staff will take the highest priority during the first year of the five-year program. The LSHGI will expand its board and establish an effective committee structure to address major program objectives. Membership recruitment will be strategic, seeking new board and committee members that will improve the ability of the LSHGI to attract public and private resources and implement key projects and programs.

The LSHGI will augment its staff by hiring three project managers to direct implementation of the Board's strategies, program activities and projects. Staffing and operations will cost $1,299,912 over the five-year time-line. Filling these staff positions is crucial to the successful implementation of the Management Plan and will require funding assistance from the MHAA and others in the initial years.

The LSHGI will establish programs for interpretive and education development, improved linkages, resource preservation and stewardship, community and economic development, and marketing and outreach. The emphasis in these programs will be to assist its partners and create incentives for achieving the LSHGI's objectives. Program activities will be coordinated with the Five-Year Capital Projects Program, a component of the Five-Year Business Plan, to insure maximum leveraging of resources. The proposed funding level for program activities is $4.803 million over the term of the five-year program.

The communities and organizations involved in preservation and economic development activities identified approximately 112 potential capital projects. From this list, 26 priority capital projects were included in the five-year capital projects program, which totals approximately $38 million. The capital projects program includes a wide range of preservation and development projects and is geographically balanced.

Target Investment Zones

As a component of the Five-Year Business Plan, the LSHGI identified four initial Target Investment Zones or TIZs, where the board will assist its partners with their capital projects. The TIZs are as follows:

TIZ 1. The "Old Town" area of Perryville (funding level $9,727,000);
TIZ 2. The Havre de Grace Historic District (funding level $10,835,000);
TIZ 3. The Town of Port Deposit (funding level $10,508,244); and
TIZ 4. The Greenway trail corridor, including links across the river (funding level $6,842,000).

The TIZs were selected based on their collective potential to help achieve the Board's objectives for the development of the LSHG, as well as address the goals of the *Maryland Heritage Preservation and Tourism Areas Program.* Projects located in the Perryville TIZ will spur community revitalization and economic development while also enhancing tourism infrastructure, such as completion of Greenway segments and improved public access to the waterfront. Projects located in the City of Havre de Grace TIZ will improve interpretive facilities,

such as the Susquehanna Museum of Havre de Grace, Inc., at the Lock House and the Maritime Museum as well as expansion of tourism infrastructure. Projects located in the Port Deposit TIZ also will improve tourism infrastructure, such as extension of the waterfront promenade, enhanced public access to the waterfront, and new tourist information services. Trail projects include completion of the core Greenway trail system and river crossings. All projects have a strong potential to leverage private investment and provide a substantial return on public investment.

The Funding Plan

As a component of the Five-Year Business Plan, the Funding Plan outlines potential sources of funding for staffing and operations, program activities, capital projects, and marketing and outreach programs, including federal, state, local and private sources. This plan element establishes funding objectives for achieving a sustainable operation within the five-year time-line. The Funding Plan is for a five-year program that will require $44,015,156 million. The MHAA is being requested to fund $16,596,289 million ($264,000 for staffing and operations, $2,401,500 million for program activities and $13,930,789 million for capital projects). Local and other sources will be sought to fund the balance.

Marketing and Outreach Plan

As a component of the Five-Year Business Plan, the LSHGI's Marketing and Outreach Program includes activities to improve capture of revenues from local and regional markets. It outlines steps the LSHGI will take to improve the regional visibility, raise awareness within the community and promote the LSHG. The LSHGI will develop a long range marketing plan that will be coordinated with the LSHGI's partners, particularly the museums and other interpretive facilities and local and state agencies involved in tourism development and promotion.

Economic Performance

Implementation of the Management Plan is projected to have a significant and positive impact in the LSHG and State of Maryland. New visitors that will be attracted to the region are expected to spend in excess of $33 million It is anticipated that these sales will in turn generate $80 million in the regional economy and an additional $95 million statewide. Sales tax from new spending will exceed $1.68 million. Direct and indirect employment is expected to result in the creation of 1,050 new jobs in the region, 1,217 in the state, and $9.39 million in new payroll. State and County income tax receipts is projected at $591,587. In total, the projected economic impact associated with implementation of the Management Plan is in excess of $187 million demonstrating that there is the potential for a substantial return on the approximately $16.6 million investment being requested of the MHAA.

PART I

The Lower Susquehanna Heritage Greenway

INTRODUCTION

Context

The concept of a greenway along the shores of the Lower Susquehanna River in Cecil and Harford Counties began in 1992, largely due to the efforts of a committee composed of representatives of state, county, municipal and private agencies formed to gauge its feasibility. It emerged from these earlier deliberations as a 38 mile greenway trail and loop system that would link small communities, recreational areas, and the rural countryside, serving as a catalyst for community revitalization. The greenway links would encompass scenic byways, water access routes, trails and pathways. Since that time much has been done to implement the greenway concept, including the construction of trails, boardwalks, sidewalks and other pedestrian facilities in each of the communities along the greenway and in Susquehanna State Park.

With the passage of "House Bill 1" in 1996, the Maryland General Assembly created the *Maryland Heritage Preservation and Tourism Areas Development Program*. Shortly thereafter, the greenway concept was expanded to embrace the goals of this legislation. The goals of the Maryland program include enhanced visitor appeal, increased economic activity associated with tourism, opportunities for small business development, job growth and a stronger tax base, preservation of historic buildings, conservation of natural areas, and greater access to and understanding of the history and traditional cultures of the area. These goals also were expressed in the "Resource Report" developed for the region by Towson State University in January 1994.

In 1997, the Lower Susquehanna Heritage Greenway, Inc. (LSHGI, a non-profit corporation), was formed to assume leadership of what by now had become the Lower Susquehanna Heritage Greenway (LSHG) and to pursue official status under the terms of the *Maryland Heritage Preservation and Tourism Development Program*. (Note: The acronym, LSHG, refers to the Lower Susquehanna Heritage Greenway or the region. LSHGI refers to the Lower Susquehanna Heritage Greenway, Inc.) The first major step taken by the LSHGI was to apply for status as a "Recognized Heritage Area" (RHA) according to the terms of the *Maryland Heritage Preservation and Tourism Areas Development* Program. The Maryland Heritage Areas Authority (MHAA) designated the LSHG as a "Recognized Heritage Area" in 1997. To gain "recognition," the LSHGI demonstrated that the LSHG has the basic requirements for a successful heritage tourism development program including a unique heritage, numerous historical, natural, cultural, recreational, interpretive and organizational resources, a strong commitment to the heritage area's success, effective local leadership, and a sound record of resource stewardship.

In 1998, the LSHGI undertook the preparation of the Lower Susquehanna Heritage Greenway Management Plan (Management Plan), which is contained herein. Among other reasons, the LSHGI prepared this Management Plan so that the LSHG could become a Maryland "Certified Heritage Area" (CHA) and thereby be eligible for the grants, loans and other benefits associated with this official status. The Management Plan is intended to provide a blue print for future LSHGI actions in pursuit of its primary mission, creation of a heritage tourism and greenway development program within the LSHG. With this in mind, the LSHGI emphasized a "bottom up"

plan development process to ensure that the recommendations of the Management Plan reflect the sentiments of the community. In the past 15 months as the Management Plan has evolved, the general public, state, county and municipal officials, organizations and groups, as well as the LSHG staff and Board of Directors, have been consulted regularly or have been active participants on the team developing the Management Plan. Their input has been invaluable and it is reflected in the plan's recommendations.

In order to become a "Certified Heritage Area" (CHA) the Management Plan must meet the requirements of "House Bill 1" as reflected in guidelines published by the MHAA for jurisdictions participating in the *Maryland Heritage Preservation and Tourism Areas Development Program*. Specifically, the Management Plan must contain a statement of the area's vision and goals, a discussion of the area's heritage significance, documentation of its resources, an assessment of current development and land use issues, an overview and assessment of interpretive resources and programs, a market analysis, evaluation of linkages, and an assessment of leadership and organizations involved in heritage tourism and economic development. The Management Plan also must present strategies or actions for enhancing heritage resources, achieving optimum visitation, improving physical linkages (roads, trails, river routes) and non-physical linkages (package tours, visitor services, passport ticketing), advancing economic development strategies, and providing for stewardship and preservation. Finally the Management Plan must contain recommended implementation strategies or actions, including capital projects and programs, cost estimates and sources of funds, an assessment of economic performance, a recommended management platform, and identification of the boundaries of the CHA and "Target Investment Zones" (TIZs or areas targeted for major funding) located therein. Local governments must "endorse" the Management Plan and as such, endorsement entails an agreement to act on the Management Plan's recommendations for local government partners if the LSHG becomes a Maryland CHA.

Vision Statement

The vision for the Lower Susquehanna Heritage Greenway (LSHG) began with a community consensus built in 1992 that a greenway along the shores of the Susquehanna River linking the communities and recreation offerings of the region should be developed. The addition of heritage, community, and economic development considerations did not dilute the consensus, but merely gave it a broader appeal. The vision began to take shape at the first Management Plan public workshop, when the community considered what had already been accomplished, what the major opportunities and hurdles were, and what resources existed that could be developed as part of a heritage tourism program. It gained focus at the second public workshop, when the participants considered alternative conceptual frameworks for a heritage area. The vision has evolved into a statement of future expectations. The following is the community "vision" for the LSHG:

- A greenway trail system that links communities and their economies for the benefit of the residents of the heritage area.

- Expanded recreational opportunities.

- An effective, professionally staffed management organization, that attracts the best aspects of volunteerism the region has to offer.

- Active town centers where businesses not only survive, but thrive in the local economy.

- Residential growth that strengthens the local economies but does not detract from the quality of life nor result in the degradation of natural systems, the rural and scenic landscape, and the loss of heritage resources.

- Local knowledge of and pride in the unique heritage of the region. Children learning of the region's contribution to the development of this nation from teachers at schools, from informed friends and relatives at home, and from the prominent position its vestiges hold in the places, towns, and countryside.

- A regional cooperation that places emphasis on the achievement of the heritage area vision above all other jurisdictional or political considerations.

- An inclusive process that is always seeking new partners and new aspects of local history, cultural traditions, and trail development to assist.

- A regional heritage area that is a special place where visitors and residents alike can learn about the significant contributions of the Lower Susquehanna River Valley to our nation's history.

The Management Plan

The Management Plan is organized into two volumes. Volume I consists of an introduction and three parts. Part I contains eight sections that describe existing conditions in the LSHG. Part II establishes the policy framework for the Management Plan. Part III summarizes the LSHGI's Five-Year Business Plan. Volume II consists of 13 appendices containing important supplemental and technical information.

Various facets of the LSHG are described in Part I. Section I describes the proposed Maryland CHA. Sections II through V provide historic background, an overview of key heritage resources, a description of interpretive facilities and attractions, and a discussion of the characteristics that set the LSHG apart from other regions of the state and the nation. Section VI is a market overview, including inventories of existing heritage venues, visitor accommodations, visitor profiles, and target markets. Section VII is a summary and analysis of programs and activities that effect land use, growth management, stewardship and preservation in the LSHG. Section VIII focuses on the LSHG's present physical and non-physical linkages.

Part II contains the policy framework for the Management Plan. Section IX outlines the goals, objectives, and recommended strategies for the LSHG. Section IX provides a summary table for each recommended strategy at the end of each section. Main headings include:

- Interpretation and Education;
- Infrastructure, Linkages, and Facility Development;
- Community and Economic Development;
- Preservation and Resource Stewardship;
- Marketing and Outreach; and
- Partnerships.

Part III is the LSHGI's Five-Year Business Plan. Section X sets forth the recommended LSHG management platform, including an organizational structure, capacity building activities, and staffing. Section XI outlines program activities and projects the LSHGI will undertake to implement the strategies outlined in Section IX. Section XII contains the LSHGI's Five-Year Capital Projects Program and includes a list of projects, proposed "Target Investment Zones" (TIZs), and an implementation schedule. Section XIII contains the Funding Plan and also summarizes the LSHGI's proposed Management Plan procedures, including procedures for certification of contributing properties, amending the boundaries of the CHA, adding projects to the Capital Projects Program and adding or expanding the boundaries of TIZs. Section XIV outlines actions that the LSHGI will undertake as part of a marketing and outreach program. Section XV summarizes the results of an economic performance assessment of the Management Plan.

Terminology

The topic of heritage planning and programming, and its application to the LSHG, brings with it a number of terms that are familiar to insiders, but may cause some confusion for first time readers. To assist understanding, many of the basic terms used throughout the Management Plan are explained in a Glossary of Terms located at the end of the Management Plan.

SECTION I - THE CERTIFIED HERITAGE AREA

Context

The Maryland "Certified Heritage Area" (CHA), known as the Lower Susquehanna Heritage Greenway (LSHG), encompasses over 45,000 acres in Cecil and Harford counties (see Map I-1). It is an area rich in historical and cultural resources, a prime example of an unspoiled natural environment with much scenic beauty. The historic places located within the LSHG boundary include the City of Havre de Grace, the Village of Darlington, and Susquehanna State Park in Harford County and the Towns of Perryville and Port Deposit in Cecil County. Major recreational attractions include Susquehanna State Park, Conowingo Dam Fishing Park, and water sports on the Susquehanna River and Chesapeake Bay.

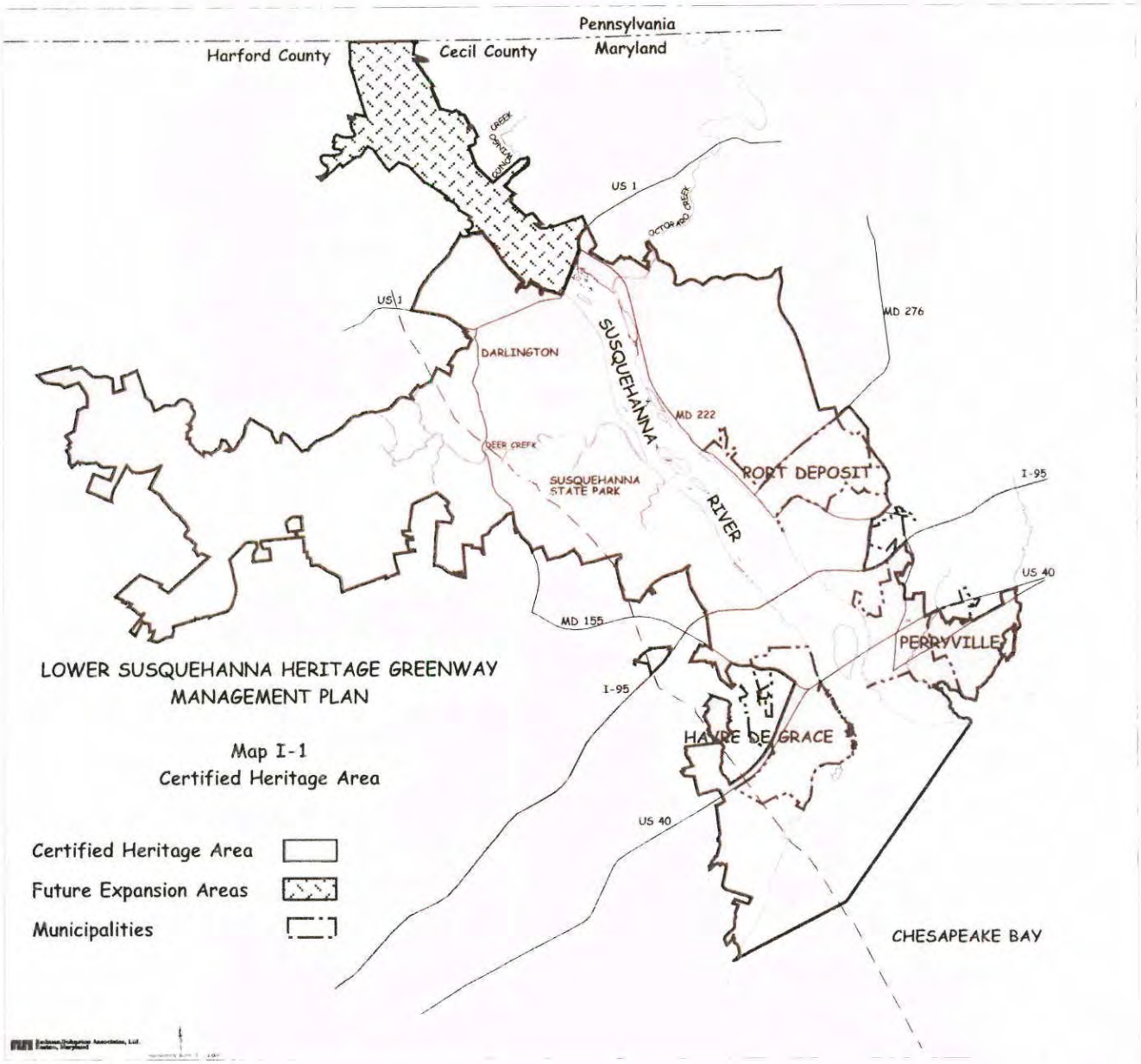
Extending 12 miles from Glen Cove (located above the Conowingo Dam) to the Chesapeake Bay, the LSHG incorporates over 8,400 acres of open water, including the Susquehanna River from near the Pennsylvania border to the Chesapeake Bay. It also includes several major stream corridors, such as Octoraro Creek, Conowingo Creek, and Deer Creek. The LSHG encompasses nearly 58 miles of predominately undeveloped shoreline (much of which is in public or utility ownership) that contributes to the scenic nature of the river.

The Certified Heritage Area Boundary

The CHA boundary builds on the original "heritage area" boundary shown in the Lower Susquehanna Heritage Greenway Inc.'s (LSHGI) application to the Maryland Heritage Areas Authority (MHAA) for status as a "Recognized Heritage Area" (RHA). The RHA boundary was strongly influenced by a primary goal of the LSHGI, to link communities, recreational areas, and rural areas through scenic byways, water access, trails and pathways. As a result, the proposed route of the greenway trail system was a key factor in determining where the RHA boundary line was drawn.

The revised CHA boundary was determined based on a number of considerations. First among these are the results of workshops conducted as part of the Management Plan preparation process, wherein, the citizens who attended, showed a strong preference for expanding the boundaries of the original "Heritage Area" to incorporate more historic resources, interpretive facilities, key natural areas, and additional recreation features. Additional revisions were made based on the recommendations of county and municipal representatives and organizations pursuing natural and/or heritage resource protection projects.

Certified Heritage Area



The actual location of the CHA boundary line often follows identifiable or visible features, such as roads and shorelines. The determination of which road boundaries were used was based on consideration of the scenic qualities of the road and/or the number of historical resources or key conservation and/or preservation lands it encompassed. Among the key natural features incorporated are the river's shoreline and open water areas of the Chesapeake Bay. The following provides a detailed description of the CHA boundary by geographic area for the two counties and various municipalities.

Cecil County

In Cecil County, the CHA boundary configuration is a substantial deviation from the original boundary as depicted in the LSHGI's "Recognition Application" to the MHAA. It underscores a shift from a trail oriented basis for establishing the boundary to tailoring the line to also include important historic, natural, and scenic resources. The total CHA boundary extends from US1 in the north to Perryville Community Park in the south. Approximately 30 percent (30%) of the LSHG is located in Cecil County.

The CHA boundary begins at US 1 and encompasses shoreward land owned by the Susquehanna Power Company and an existing railroad right-of-way. From here the line moves south to encompass historic sites located in the Rowlandsville area on both sides of Octoraro Creek. The boundary then extends eastward along the north side of Basin Run Road to a point approximately 3,000 feet beyond the intersection of Liberty Grove Road and Frist Road. Here it is offset approximately 1,000 feet from the centerline of Basin Run Creek, a tributary of Octoraro Creek. From here, the line continues eastward to intersect with the right-of-way of the abandoned rail spur (identified as a potential trail corridor) that extends from the former Naval Training Center at Bainbridge (Port Deposit). The boundary follows this rail right-of-way until it intersects with Rock Run Road, where it turns northeast and follows Jacob Tome Highway to its intersection of MD 275.

The CHA boundary runs along MD 275 to the intersection of Craigtown Road, following to the intersection at Bainbridge Road. From here, the line proceeds west along Bainbridge Road to Cokesbury Road, where it turns south extending to I-95. At this point, the boundary is drawn to include a number of documented historic resources, such as structures located on the former Bainbridge Naval Training site. From the Cokesbury and I-95 intersection, the boundary intersects with the corporate limits of the Town of Perryville. South of I-95, the boundary encompasses key historic, recreation, and linkage resources located in the Town of Perryville and on the Perry Point Veteran's Administration Medical Center site.

The CHA boundary follows the Perryville corporate limit boundary south to US 40 and then on to MD 7. From here, the boundary follows MD 7 east, approximately 0.6 miles encompassing the Principio Furnace site. The boundary extends along Principio Creek where it meets the Chesapeake Bay. The boundary then extends into the Chesapeake Bay outward to Battery Island in Harford County, encompassing a portion of the Susquehanna Flats.

The Cecil County portion of the CHA also includes areas that are identified as "potential future expansion areas". The boundary of these potential expansion areas follows the property lines of land currently owned by the Susquehanna Power Company, and includes the Conrail right-of-way along the river's edge. If these expansion areas are included in the CHA, the proposed corridor would provide an avenue for the LSHG to establish physical links with Lancaster County, which along with York County, is currently pursuing designation as a "Heritage Park" under the "Pennsylvania Heritage Park Program." One of the tasks in the Lancaster and York planning program is to investigate the feasibility of joining with the LSHG in Maryland to seek designation as a federal heritage area.

Harford County

In Harford County, the CHA boundary configuration is much larger than the original boundary depicted in the LSHGI's "Recognition Application" to the MHAA. The total CHA boundary extends from Glen Cove in the north to Swan Creek in the south. Approximately 70 percent (70%) of the CHA is located in Harford County.

North of US 1, the boundary follows the limits of the proposed Berkley National Register Historic District. As it moves south from US 1, the CHA boundary follows the limits of the Lower Deer Creek National Register Historic District. The CHA also encompasses the Darlington National Register Historic District, the Silver House National Register Historic District, and Susquehanna State Park. South of Susquehanna State Park the boundary deviates from the Lower Deer Creek National Register Historic District to include properties that are under Maryland Environmental Easements (METs) or are considered agricultural preservation areas. The boundary then extends southeast along Cooley Mill Road, following to the intersection at Webster Lapidum Road.

Following Lapidum Road, the boundary moves south its intersection at MD 155. It then moves northwest, crossing MD 155 to follow the property line of Sion Hill (a National Historic Landmark) and then back to MD 155. The boundary then follows MD 155 southeast, where it intersects with the rail line right-of-way located north of US 40. From this point, the line follows along the rail right-of-way to Osborne Lane where it turns north to encompass the Bulle Rock Golf course. Upon returning to US 40, the boundary runs south to intersect with the property lines of Swan Harbor Farm and Oakington Farm, both owned by Harford County. The Havre de Grace Historic District is included in the area south of MD 155.

The Harford County portion of the LSHG includes two areas that have been identified as potential future expansion areas. In the north the potential future expansion area includes publicly-owned and utility-owned lands north of Cove Franklin Church Road along the Susquehanna River. The southern potential expansion area encompasses St. James Church, which is located on the south side of Gravel Hill Road and slightly over one half mile west of the I-95 and MD 155 Interchange. The northern area, like the expansion area in Cecil County, offers the opportunity to extend the CHA boundary to the Pennsylvania border adjoining York County.

The Municipalities

Portions of the City of Havre de Grace, the Town of Perryville, and all of the 1999 corporate limits of the Town of Port Deposit are included within the CHA. In addition to being centers for visitor services and facilities, the communities will be targeted for economic and community development initiatives. About 9 percent (9%) of the total CHA boundary is within the three incorporated municipalities, discussed below.

- Havre de Grace: Havre de Grace, in Harford County, includes about 2,171 acres. The 1994 population estimate, prepared by the Maryland Office of Planning, cited the City's population at approximately 9,700 people. The CHA encompasses slightly over 75 percent (75%) of the corporate area of Havre de Grace, including the Havre de Grace Historic District and the Havre de Grace Heritage Corridor.

- Perryville: The Town of Perryville contains nearly 1,567 acres. The 1994 population of Perryville was estimated to be 2,638 people. The Perry Point Veteran's Administration Medical Center, located south of Perryville, is about 487 acres of the CHA boundary.

- Port Deposit: The Town of Port Deposit is about 1,380 acres with an estimated population of 715 people in 1994. In addition to being a National Register Historic District, the Port Deposit corporate boundaries also encompass the Tome School National Register Historic District, which is included within the CHA boundary. The boundary also includes the former Bainbridge Naval Training Center, a property recently annexed by the Town of Port Deposit. The former Bainbridge Naval Training Center is a key property concerning economic development programs for both Cecil County and the Town of Port Deposit.

SECTION II - HISTORY OF THE LOWER SUSQUEHANNA REGION

Context

Key elements to address in the development of the Lower Susquehanna Heritage Greenway (LSHG) are those which will best clarify its history," define its key heritage resources, and assist in the creation of a regional identity. These elements form the interpretive framework of the Lower Susquehanna Heritage Greenway Management Plan (see Appendices A and B). They establish a strategy which provides authenticity for future LSHG interpretive efforts, supports visitor and resident experience of the LSHG, and seeks to build public and private partnerships for the protection and stewardship of identified resources and landscapes. Key heritage resources are related to each other and tied to local and regional patterns and relationships. These relationships will be extremely important for historical interpretation, future planning, and marketing initiatives within the LSHG.

The history of the Lower Susquehanna Region is an important element for the creation of the LSHG's regional identity. It is also important for the maintenance of authenticity. The LSHG history is told through the historical and cultural developments of the region. The following narrative presents a synopsis of the LSHG's history, revealing the significance of the region and why it is a unique component of our state and national heritage.

***Note: For further reading and information, see historical sources contained in the Appendix N.**

The Lower Susquehanna Native Landscape Era (Pre-1620s)

A Natural Crossroads: The Lower Susquehanna's original land form defines the area's character and landscape, having created an environment ideal for human development. The LSHG straddles the fall line that divides the Appalachian Piedmont Province from the Atlantic Coastal Plain. The majority of the LSHG is located on the Piedmont Plateau, characterized by rolling hills and steep slopes. The landscape changes to form a coastal plain near the mouth of the Susquehanna River, which bisects the corridor.

The most significant natural features of the area are the Susquehanna River and the head of the Chesapeake Bay. Both water bodies have formed a natural water crossroads for humans, flora, and fauna. The Susquehanna River is the largest freshwater river on the East Coast and responsible for much of the estuarine ecosystem of the Chesapeake Bay. Large forested areas and wetland cover run parallel to the river, providing refuge and habitat for many species of birds and plants. Where the river meets the Bay, the Susquehanna Flats were created and provide an important habitat for fish, aquatic vegetation, and migratory birds.

Pre-History and Native American Life: Human presence in the Lower Susquehanna Region has been traced back to the Paleo-Indian Stage (13,000-7500 BC). Paleo-Indian groups were small and nomadic, tracking game and gathering natural resources for survival, a hunter-gatherer

existence. Gradually, groups became less mobile, forming tribes and settling along the Susquehanna River for food, water, and transport.

The Susquehannocks appear to be the most significant indigenous Native American tribe within the region. The Susquehannocks lived in fortified villages that were spread across the mid-Atlantic region. Estimates of their population before European Colonization range between 5,000 and 7,000. Other Native American settlements include Garrett Island, which was settled by prehistoric cultures from the Archaic Period and whose inhabitants survived until the first Contact Period. Many artifacts of the Susquehannocks, and other indigenous Indian tribes, remain in the Lower Susquehanna Region.

Early Colonial Exploration: Captain John Smith was the first explorer to lead an expedition to the Lower Susquehanna Region from the then recently-established Jamestown colony. In 1608, Smith and his 12-man crew traveled north along the Chesapeake Bay, exploring the Sassafras, Elk, North East, and Susquehanna Rivers. Since the river was unnavigable past this point, the exploration party landed near what is today known as Port Deposit.

The Colonial Period: Early European Settlement (1620-1775)

Land Control and Early Settlements: George Calvert, the first Baron of Baltimore, was the original founder of Maryland, having secured a charter from Charles I in February of 1631. However, before the charter could be officially sealed, Calvert died in London. His eldest son, Cecilius (Cecil) Calvert, was eventually granted the charter on June 20, 1632. Cecil's brothers, Leonard and George Calvert, mounted the first expedition to the new colony. In 1634, the *Ark* and *Dove* brought the Calvert family and some 200 settlers up the Potomac River to St. Mary's City. The first town in Maryland was formed here on March 27, 1634.

In 1658, the first permanent settlement in Cecil County was begun, a short distance northwest of Carpenter's Point and not far from Principio Creek. Because of the enormous value of natural resources within the Lower Susquehanna Region, what followed were years of struggle between the Native Americans and British, Dutch, and Swedish settlers over land ownership.

In the late1600s, a toll ferry was established at the mouth of the Susquehanna River, attracting inns and taverns along the roads leading to the crossing points. This further encouraged settlement, which usually developed at important crossroads where trade and commerce were conducted. Counties were also soon formed as seats for colonial government. Cecil County was formed in 1679 and Harford County in 1773.

Cultural Development and the Imprint of Folk Life: Early colonial development in Cecil and Harford counties was marked by disputes over religion and land that arose between Maryland and William Penn's new colony to the north. The border dispute would continue for many years, until the Mason-Dixon line was established to resolve conflicts. However, the cultural effects of Pennsylvania Quakers and other Protestant immigrant groups left a strong imprint on the Lower

Susquehanna Region. The social values of Swedish, Dutch, Quaker, and Catholic communities that formed the early cultures of the Lower Susquehanna Region would be reflected in social, economic, and political developments for years to come.

An Agrarian Society and Early Industry: Traditional agricultural products, such as grain and tobacco, were shipped directly from the area to England in hogsheads or large barrels. Much of the early shipping industry of the Lower Susquehanna Region was based on trans-Atlantic trade with the "Mother" country.

Tobacco agriculture retained its dominance in Maryland's economy during the 1600s. However, an eventual surplus caused prices to plunge and its value to diminish. In response to this overabundance, grain crops were substituted by farmers. Flour mills were built using the tributaries of the Susquehanna River as a power source. Two such examples are the mill at Rock Run in Port Deposit, which was built in 1731, and the later Rock Run Mill located in Susquehanna State Park in Harford County.

The American Revolution: A New Order (1775-1783)

Political Events: The colonial ties to England gradually eroded over the course of the 18th Century. Oppressive taxation acts caused a sudden backlash of revolutionary sentiment. The Colonies eventually declared their independence in 1776, sparking the American Revolution.

During this time, national political events had a major impact on the Lower Susquehanna Region and the Old Post Road, and the Susquehanna River proved to be thoroughfares for war activities. In fact, General George Washington crossed the Susquehanna (at what is now Havre de Grace) at least 30 times, often stopping at Rodgers Tavern between the years of 1775 and 1798. The Marquis de Lafayette first crossed the river in 1777 on his way to Philadelphia and also frequented Rodgers Tavern on many occasions.

The American Revolution: In August of 1777, General Sir William Howe landed with British troops above the mouth of the Elk River in Cecil County. Eventually, he took Elkton and set up camp. According to local history, eyewitness accounts recorded a scene of brilliant scarlet coats and flashing bayonets pushing across the fields and through the forests of Cecil County. British and Colonial troops crossed the Lower Susquehanna River several times during the length of the war on their way to points on the Chesapeake.

The Rise of Industry: Before and after the Revolution, there were efforts to utilize land resources, especially in the production of iron. As an early industry, the first furnace in the area was built by a British-owned company at Principio in 1722. Land was leased in order to organize and set up the Principio Company. According to local history, the father and brother of George Washington had vested interests in the company. Later in the 1750s, the Principio Company closed the furnaces but the forges continued operations. The Principio Iron Works foundry was created in

1775, a valuable resource for the colonies during the Revolutionary War. Other historic industrial developments include the Stump family's forges and furnaces located along Deer Creek.

Havre de Grace was founded in 1782 and established in 1785. Due to its location, the point at which the Susquehanna River meets the Chesapeake Bay, Havre de Grace's prosperity was inevitable. Early on in American history Havre de Grace lobbied to become the capital of the United States.

The Federal Period: Technology Affects the Region's Development (1783-1840)

The River and Canals: Following the American Revolution, the Lower Susquehanna Region experienced a period of rapid growth spurred in part by navigational improvements. Shipping was at the center of the area's economic development. In the late 18th and early 19th Centuries, it became apparent that further navigational improvements on the river, in the form of canals, were needed to enhance waterborne transport.

The advent of canals, which were built parallel to the river, again bolstered the shipping economy of the area. The Susquehanna Canal in Cecil County opened to traffic in 1805. In 1839, the Susquehanna and Tidewater Canal in Harford County was opened. It was more successful than its Cecil County predecessor and operated until 1900. As a result of this infrastructure and industrial growth, the Town of Port Deposit was founded in 1805 and later incorporated in 1813. In 1829, the Chesapeake & Delaware Canal was opened, connecting the head of the Chesapeake Bay with the Delaware River.

The War of 1812: The War of 1812 was the second war between England and the United States. In December of 1812, the British declared the harbors of the Chesapeake and Delaware Bays to be under a naval blockade. In 1813, a large naval squadron commanded by Rear Admiral Cockburn began attacking towns along the Chesapeake. The campaign's eventual goal was to seize Maryland's largest and most fortified port city, Baltimore.

On April 29, Cockburn reached Frenchtown in Cecil County and a small battle took place between local residents but the town was captured and burned. Three days after the burning of Frenchtown, the British engaged the garrison at Havre de Grace. Landing in the town, the militia was routed, with the exception of one man, John O'Neill, who remained near the Concord Point Lighthouse returning fire. Once taken, Havre de Grace was burned and this once prosperous port town lay in ruins. Eventually, the British left the area proceeding down into Kent County toward Georgetown before returning to the main British fleet on the open waters of the Chesapeake. The British presence in the Chesapeake Bay remained until the Treaty of Ghent was signed in 1815, ending the War of 1812.

The Railroad: In 1831, rapid innovations changed the face of American transportation infrastructure and initiated a more modern era. The railroad marked a significant shift in transportation modes and the Lower Susquehanna Region was at the forefront of this new

innovation. The importance of rail for travel and goods movement lead to the formation of the New Castle and Frenchtown Turnpike and Railroad Company, one of the first built in the country. During the period 1827-1828, the New Castle and Frenchtown Railroad was chartered by the Maryland State Legislature, connecting the Chesapeake Bay to the Delaware Bay. Construction was completed in 1831 and the railroad transformed to steam power in 1833 with the introduction of a train engine named *The Delaware*, which replaced the old horse-drawn train.

The first rail line to reach the Susquehanna was the Philadelphia, Wilmington, and Baltimore Line in 1837. Ferry services were eventually provided for rail cars crossing the river. In 1866, a railroad bridge was built to span the Susquehanna River between Perryville and Harford County. Towns such as Perryville, formed in the mid 19th Century, would eventually become hubs for overland rail transportation, playing a prominent part in the Civil War. In later years, the second rail line to cross the Lower Susquehanna was the Baltimore and Ohio (B&O) in 1885. Both lines were heavily used for passenger and freight transport and a network of railroad lines developed along the Susquehanna River and its tributaries including the Maryland & Pennsylvania Railroad (along Muddy Creek) and the Octoraro Railroad (along Octoraro Creek and the Susquehanna River). The Columbia & Port Deposit Railroad opened in the 1860s, offering competition to the old Susquehanna & Tidewater Canal.

With the advent of the railroad, Cecil and Harford counties had begun to change rapidly. Abundant natural resources allowed the area to continue to grow and prosper. Fisheries, agricultural products, large forested areas, and Cecil County's rich wealth of mineral resources, such as chrome, granite, magnesium, and iron ore placed the Lower Susquehanna Region at the heart of America's early manufacturing and excavating industries.

Booming Ports and Trade Centers: During the 1800s, canals and railroads, as well as steamboat travel, all combined to accelerate the pace of development for existing river and bayside communities. In the years to come, this created a demand for new industries based on products derived from the water, such as crabs, oysters, shad, and rockfish. Many of these products were shipped to other areas of the state, as well as the larger East Coast cities of Philadelphia and New York.

Growing Discontent and the Civil War Years (1840-1865)

Secession from the Union: From the 1830's to just before the Southern secession in 1860, discontent among the slave-holding states of the South had grown and festered. War finally erupted. Due to its location between the Northern states and Washington, D.C., Maryland was in a unique position, politically, militarily, and geographically. In the Maryland and Virginia tidewater areas a plantation society existed, which formed a component of the "Old South." But in the northern parts of Maryland, cultural traditions and influences derived from the Quakers, Germans, Scottish, Irish, Swedish, and Finnish immigrants, caused the area to be decidedly pro-Union. During the war, it was understood that the extensive transportation networks of Maryland

would be necessary for a Union victory, thus the history of the Lower Susquehanna Region during this time was a popular legend of tragedy and the Civil War in miniature.

Civil War in the Lower Susquehanna: Maryland was a state that allowed for the ownership of slaves and generally was sympathetic to the Southern cause. Maryland was not, however, initially in open rebellion against the Union. Sympathies within the state were essentially divided. For example, Union support was extremely strong in Port Deposit (remnants of a free black community can be seen today at the Snow Hill archeological site in Port Deposit). In addition, the Underground Railroad had an extensive system of passages in the northern parts of the state bordering Pennsylvania. Darlington served as a direct passage north for runaway slaves because many religious-minded Quakers abhorred the institution of slavery.

During the Civil War, Perryville, initially occupied by Union forces, frequently served as a staging and supply ground for military operations. Brigadier General Benjamin F. Butler marched the Eighth Massachusetts Regiment down to Perryville, where they set sail for Annapolis to secure the Maryland capital from secession. Havre de Grace, the most important city on the Philadelphia, Wilmington, and Baltimore Railroad line, was also controlled by the Union as their troops moved from north to south.

Confederate raiders would routinely travel the Lower Susquehanna region to destroy bridges and railroads, and a 100 veteran reservists were sent from Wilmington, Delaware to Havre de Grace to guard ferry and railroad operations. Prior to Antietam, Confederate calvary brigades cut telegraph wires at Harford Road and Bel Air Road. Their goal was a destructive railroad campaign that led all the way to Havre de Grace. In later stages of the war, free blacks were enlisted to serve in the Union Army and the Bureau of Colored Troops established a recruiting office in Havre de Grace. Six regiments of colored troops were raised and more than 8,700 Maryland blacks served in the war. Some of these black troops are buried at the St. James Church, just outside of Havre de Grace.

Reconstruction and Post Reconstruction (1865-1900)

Education: The United States Constitution provided for a regulated state school system but the State of Maryland was slow to implement this mandate. It was not until 1872 that the state developed a public school system.

In 1867, the Hosanna School, located north of US1 in Harford County, was established. It was one of three public schools built by the Freedman's Bureau. The property was bought by a free black man and used as a place of worship. It was later converted for use as the first public school dedicated to the education of African-Americans in Harford County. The building is now a museum, listed on the National Register of Historic Places and Historic Landmarks of Harford County.

The Tome School for Boys: In 1889, Jacob Tome, noted industrialist and philanthropist, endowed the town of Port Deposit with $1.5 million to establish a series of free schools through the Jacob Tome Institute. Tome began his prosperous career in timber and acquired a fortune. After his death, the Tome family bequeathed another large amount of land for the creation of a boarding school, called the Tome School for Boys. The historic Tome School for Boys still stands atop the cliff over Port Deposit, a strong reminder a Cecil County's past.

Water as a Way of Life: During the late 19th and early 20th Centuries, the Lower Susquehanna's reputation as a hunting and fishing region grew. Many local watermen in Havre de Grace, Port Deposit, and Perryville fished the Chesapeake Bay and the Susquehanna River for a living. Shad, rockfish, oysters, and blue crabs were all abundant in the fertile waters of the region. In addition, areas such as the Susquehanna Flats were ideal locations for waterfowl hunting. Canada geese and migratory ducks, which routinely made the Lower Susquehanna region their habitat, presented a sport hunting paradise. The traditional art of decoy carving grew out of this sport hunting. As a very important part of the Lower Susquehanna, the hunting and fishing culture has retained its prominence to the present day.

The Modern Era (1900 to Present)

World War I: In 1917, World War I brought periods of change, both economically and socially, but the Lower Susquehanna Region maintained its long heritage of sport hunting and fishing. During this period some industry continued. A gunpowder plant was built in Perryville, which would later become a medical and psychiatric facility for veterans, Perry Point Veterans Administration Medical Center. The plant created many new jobs in the region. However, by this time many people had left Cecil and Harford Counties, moving to other areas for employment. Thus did the region begin to experience the national shift from farming to industry that occurred in the early 20th Century. Farms that remained would eventually become more mechanized, adapting to the Machine Age and accelerating agricultural production.

Roadways and the Conowingo Dam: Several important infrastructure projects were undertaken in the region after World War I. Road upgrades were slowly implemented. The advent of the automobile was the impetus for a state road system developed during the early part of the 20th century. Large transportation projects included the construction of US 40 and US I-95 in the 1930s and 1960s respectively.

In the period 1926-1928, the Conowingo Dam was constructed on the Susquehanna River. When it was built, this massive hydroelectric facility was one of the largest power plants in the world. The construction of the Conowingo Dam dramatically altered the Lower Susquehanna River's landscape. One manifestation of this change can be seen in the ecology of the river and the Susquehanna Flats. Migratory fish, such as striped bass and shad, were blocked from making the mating trip upstream to their historic spawning habitat, dramatically reducing populations. It was not until recently that a fish passage was installed at the Conowingo Dam.

The Landscape Recovered: The years following the opening of the dam were plagued by the Great Depression, causing a general decline throughout the region. Ironically, it was World War II that returned economic prosperity. Although populations in most towns greatly declined during the War, Cecil County's population almost tripled, due in part to the new Bainbridge Naval Training Center, built on the former site of the Tome School for Boys in Port Deposit. This growth in population also stimulated agricultural and industrial growth in the lower Susquehanna region.

Since the end of World War II, Harford and Cecil Counties have become havens for relatively quiet residential communities. Farmland has declined, population has grown (and continues to grow), and the landscape has became more suburban in nature. A recently-renewed interest in the region's past has led to physical and historical revitalization of the area. In the 1960s, an agreement was passed among Maryland, Pennsylvania, and New York to begin work on clearing the Susquehanna River of sewage, coal-mining seepage, soil runoff, and chemical fertilizers. At the same time, a movement was also taking shape to clean up the Chesapeake Bay.

The Growth of a Tourist Industry: Tourism has also grown in the area, helping to revitalize ailing economies. After World War II, increasing numbers of visitors flocked to the Susquehanna to enjoy boating, fishing, hunting, and other water-related sports and activities. Because much of the area was unspoiled by development, it presented a haven for nature enthusiasts. The rise of the automobile contributed greatly to this tourism boom, allowing city dwellers to more easily reach the scenic waters of Maryland. The tourism industry has continued to grow to the present day.

SECTION III - HERITAGE RESOURCES

Context

In defining key heritage resources, the Lower Susquehanna Heritage Greenway (LSHG) consists of 45,532 acres in Cecil and Harford Counties. From an historic perspective, the LSHG's key resources present some of the finest examples of early and mid 19th Century industry and infrastructure growth in the nation, notably canal and railroad related resources. From a cultural perspective, many different ethnic groups have formed the social matrix of the region, such as the Scotch-Irish, the Quakers, and African-Americans. Together, the Susquehanna River and the Chesapeake Bay form a unique natural and recreational element, covering 8,447 acres or 18% of the total LSHG. The inventory below provides a synopsis of the LSHG's key heritage resources, including historical, architectural, cultural, archeological, natural, and recreational resources. Although a few of these resources are private and not open to the public, most are accessible.

Key Historical Resources

Among the LSHG's important key historical resources are seven National Register Historic Districts, one local historic district and one proposed National Register Historic District (the Berkeley/Hosanna Historic District). A large portion of the LSHG is located within existing historic districts. The proposed Berkeley/Hosanna Historic District will increase coverage to 18,618 acres. Some forty percent (40%) of the total LSHG is within defined historic district boundaries (see Map III-1). Historic districts include:

- Port Deposit National Register Historic District;
- Tome School for Boys National Register Historic District;
- Havre de Grace Historic District;
- Darlington National Register Historic District;
- Lower Deer Creek National Register Historic District;
- Silver House National Register Historic District;
- Berkley/Hosanna National Register Historic District (proposed); and a
- National Register Historic District for the Havre de Grace Canal Basin area (presently unnamed and not yet listed).

Historic resources are important because they are props for the "story" of the LSHG and create a unique regional identity. Listed below are some of the LSHG's key historic resources categorized by period.

Key Historical Resources (Pre-1620):

- The Susquehannock and other indigenous Native American tribes;
- European exploration and areas of encounter with the Susquehannocks; and
- Noted personalities such as Captain John Smith.

Key Historical Resources (1620-1775):

- Rock Run Mill;
- The formation of the Village of Darlington and surrounding areas, mid 18th Century;
- Early trade routes, ferry systems, and early roads, such as the Post Road;
- Early industries such as tobacco and shipping;
- Early grist mills, such as Wilson's Mill and Stafford Mill;
- Rodgers Tavern;
- Noted personalities, such as Cecil Calvert (the 2nd Lord Baltimore), the Calvert family, and William Penn; and
- Arrivals of the first settlers on the ships *Ark* and *Dove* in Southern Maryland, settlements in Harford and Cecil Counties appeared shortly thereafter.

Key Historical Resources (1775-1783):

- Early furnaces and remnants of the iron-ore industries on Deer Creek and Principio Creek;
- Early industries, such as the Principio Iron Works and the Stump family forges;
- The Post Road, site of numerous Revolutionary War activities and troop movements;
- The Lower Susquehanna Region as an important stop-over and staging area for war activities;
- The Bald Friar Ford crossing, as a thoroughfare for troop movements from Northern to Southern colonies;
- Personalities such as George Washington, the Marquis de Lafayette (memorial statue dedicated to Lafayette erected in 1976 in downtown Havre de Grace), the Comte de Rochambeau, General Sir William Howe, and the Rodgers and Stump families; and

Key Historical Resources (1783-1840):

- The formation of the City of Havre de Grace and the Havre de Grace street grid, late 18th Century;
- The formation of the Town of Port Deposit, early-19th Century;
- Canal routes, remnants, and associated resources, such as the toll house and locks;
- Community and town roles during the War of 1812;
- The burning of Havre de Grace during the War of 1812;
- Early covered bridge from Port Deposit to Lapidum;
- Early railroad developments with the steam-powered Delaware and the formation of the New Castle Frenchtown rail-line;
- The Philadelphia, Wilmington, and Baltimore Rail-line;
- The Concord Point Lighthouse, 1827;
- Other Rail-related structures, bridges, and rail lines; and
- Noted personalities such as John O'Neill of Havre de Grace, Admiral Cockburn of the British Navy, and the Rogers Family, founders of the United States Naval legacy.

Key Historical Resources (1840-1865):

- Canal-related structures, such as the Susquehanna & Tidewater (Harford County) Canal and the Susquehanna Canal (Cecil County);
- The formation of the Town of Perryville, mid-19th Century;
- St. James Church (considered for designation as a National Historic Landmark);
- Paw Paw House
- The operations of the Underground Railroad;
- Darlington's and Port Deposit's roles in the Underground Railroad;
- Perryville's historic rail-lines, used a staging and supply ground for Union troop movements;
- The historic role of Havre de Grace in the Civil War, such as the Bureau of Colored Troops;
- Noted personalities and groups, such as Brigadier General Benjamin F. Butler and Captain Bennett; and
- Cecil County as a pro-Union County within a secessionist State.

Key Historical Resources (1865-1900):

- The establishment of the Tome School for Boys in Port Deposit;
- The establishment of Hosanna School; and
- Noted personalities, such as Jacob Tome.

Key Historical Resources (1900 to the Present):

- The Lower Susquehanna World War I legacy;
- Oral histories, such as the culture of sport hunting and fishing;
- The construction of US I-95 and US Route 40;
- The Chesapeake Bay and Susquehanna River clean-up initiatives of the 1960's, 70's, 80's and 90's;
- The Bainbridge Naval Training Center in Port Deposit;
- The Steppingstone Museum;
- The Paw Paw Museum in Port Deposit (a historic resource);
- The Perryville Train Museum;
- The Susquehanna Museum of Havre de Grace and Lock House, displaying a working canal remnant and completely restored lock-house;
- Swan Harbor Farm (a historic resource);
- The historic districts of Havre de Grace, and Port Deposit;
- Conowingo Dam, opened for scheduled tours; and
- Noted personalities, such as Millard Tydings and William S. James

Key Architectural Resources

According to the Maryland Historical Trust (MHT) database, there are a total of 366 inventoried historic structures in the LSHG and 24 sites listed on the National Register of Historic Places (see Map III-1). Although, every historic structure within the LSHG may not be significant for its architectural history, all have contributed to the evolution of the Lower Susquehanna Region.

Architectural resources include Georgian plantations built along the river, such as Perry Point Mansion and river town structures, such as those that form the downtown core of Havre de Grace or Port Deposit. Listed below are some of the LSHG's key architectural resources categorized by period.

Note: For a complete listing of historic architectural structures within the LSHG, the following sources are available from the MHT Library; *An Architectural History of Harford County, Maryland* and *At the Head of the Bay: A Cultural and Architectural History of Cecil County, Maryland.

Architectural Resources (1620-1775):

- The 18th Century homes of the Darlington/Dublin/Berkley areas;
- Anchor & Hope Farm;
- Rodgers Tavern; and
- Rock Run Mill, Wilson's Mill, and Stafford Mill.

Architectural Resources (1775-1783):

- Early architecture, historic sites, and land tracts within the Havre de Grace and Darlington/Dublin vicinities;
- The Havre De Grace Historic District as the initial foundations for the city;
- Early Plantations, such as Perry Point Mansion in Perryville;
- Other early Georgian Plantations, such as Swan Harbor, Brookland, Elizabeth Rogers House, Belle Vue Farm, and Sion Hill; and
- The Land of Promise (Steppingstone Museum in Susquehanna State Park).

Architectural Resources (1783-1840):

- The Port Deposit Historic District and Main Street;
- The Deer Creek Friends Meeting House;
- Concord Point Lighthouse/O'Neill House;
- Oakington Farm; and
- The Aveilhe-Goldsborough House
- Anchor and Hope (Creswell's Ferry ticket booth house).

Architectural Resources (1840-1865):

- The Perryville waterfront, Main Street, and rail yards;
- Woodlands;
- St. James Church;
- The Wilson's Mill House;
- Wildfell;
- The Brown House;
- Mount Felix;
- The Tucker-Flannery House; and
- The Corrigan-Murray House.

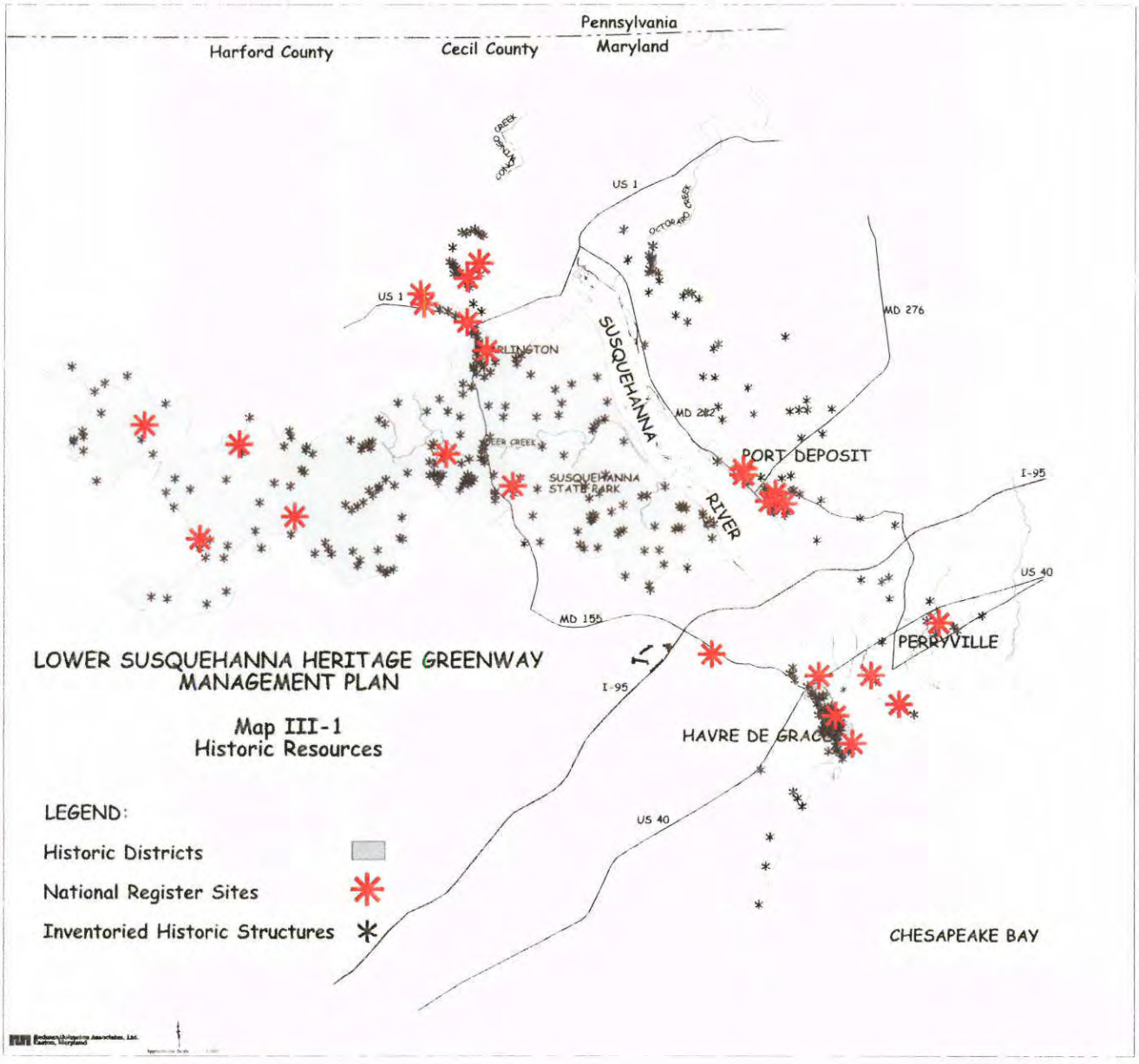
Architectural Resources (1865-1900):

- The Tome School for Boys Historic District in Port Deposit;
- The Spencer-Silver Mansion;
- The James Forwood House;
- The E.M. Allen House;
- Stafford Flint Mill;
- The Price-Archer House; and
- The S.J. Seneca Mansion.

Architectural Resources (1900-Present):

- Old Bay Farm;
- Havre de Grace Armory;
- Conowingo Dam; and
- Noble's Mill Bridge.

Historic Resources



Key Cultural Resources

Cultural resources form a community's traditions and values. They are comprised of many different elements, such as cultural trends or norms that have contributed to the historical landscape over the past, or various immigrant groups who have added their traditions to existing ones forming new cultural patterns. Cultural resources within the LSHG include the three municipalities of Havre de Grace, Port Deposit, and Perryville, whose distinctive traditions have greatly influenced the Lower Susquehanna Region. Ethnicity forms a large component of the cultural landscape. As an example, the influences of African-Americans over the years have contributed greatly to the region's social makeup. Local museums help visitors to understand the cultural aspects of the LSHG's history (see Map III-2). Listed below are some of the LSHG's key cultural resources categorized by period.

Key Cultural Resources (Pre-1620):

- Indigenous Native American tribes (such as the Susquehannocks) and remnants of their culture along the Susquehanna River, notably Garrett Island;
- European exploration (personalities such as John Smith) and areas of encounter with the Susquehannocks; and
- English cultural influences on the early settlement of the Lower Susquehanna River Valley.

Key Cultural Resources (1620-1775):

- Early industries, such as tobacco and grain;
- The institution of slavery and early African-American developments;
- Early Chesapeake Bay shipping and the growth of the "Merchant Class;" and
- Cultural folk beginnings with immigrant groups, such as the Quakers, Dutch, Swedish, Scotch-Irish, and the Welsh.

Key Cultural Resources (1775-1783):

- Grist mill development and the divergence of colonial industry; and
- The Quaker Village of Darlington.

Key Cultural Resources (1783-1840):

- The Town of Port Deposit;

Key Cultural Resources (1840-1865):

- The City of Havre de Grace;
- The Town of Perryville;
- St. James Church and its African-American roots, which includes Black Civil War soldiers buried in its cemetery;
- The operations of Underground Railroad in both Cecil and Harford Counties, including the roles Darlington and Port Deposit played;
- Other African-American-related resources, such as the free black community at the Snow Hill archaeological remains in Port Deposit; and

- Cecil County's pro-Union sympathies generated by cultural and immigrant influences, such as those of the Quakers, during the Civil War.

Key Cultural Resources (1865-1900):

- Cultural landmarks, such as the Freedman's Schools (Hosanna School and Freeman Hall);
- Susquehanna hunting and fishing; and
- Susquehanna decoy carving as working equipment and later as a traditional art form.

Key Cultural Resources (1900-Present):

- Numerous festivals and special events
- The Decoy Museum, representing a rich hunting and waterfowl history with decoy carving displays and other events;
- The Havre de Grace Maritime Museum, a cultural museum for the Lower Susquehanna's rich cultural life on the bay and river;
- Skipjack Martha Lewis, a working oyster boat of the early 20th Century; and
- Waterfront Promenade in Havre de Grace.

Key Archeological Resources

According to the "1994 Lower Susquehanna Heritage Greenway Resource Report," prepared by Towson State University, there are a total of seven archeological sites within Harford County and 25 various sites within Cecil County (see Map III-2). Archeological sites serve to inform academic historians about the past, describing the way in which people lived their daily lives or the way in which they constructed their societies. Listed below are some of the LSHG's key archeological resources categorized by period.

Archeological Resources (Pre-1620):

- The sculpted rocks or petroglyphs above Conowingo;
- The Native American settlements and archaeological sites along Octoraro Creek, Rock Run, and Garrett Island;
- The Old Indian Fort and settlement remains outside of Port Deposit;
- Seven prehistoric archeological sites within Harford County; and
- Twenty-five historic and pre-historic archeological sites within Cecil County.

Archeological Resources (1620-1775):

- Early Native American and Colonial settlement patterns, such as Garrett or Palmer's Island; and
- Archeological remains of settlements at Principio Creek and Lapidum Village.

Archeological Resources (1775-1783):

- Early industries, such as the Principio Iron Works (Principio Furnace) and the Stump family forges.

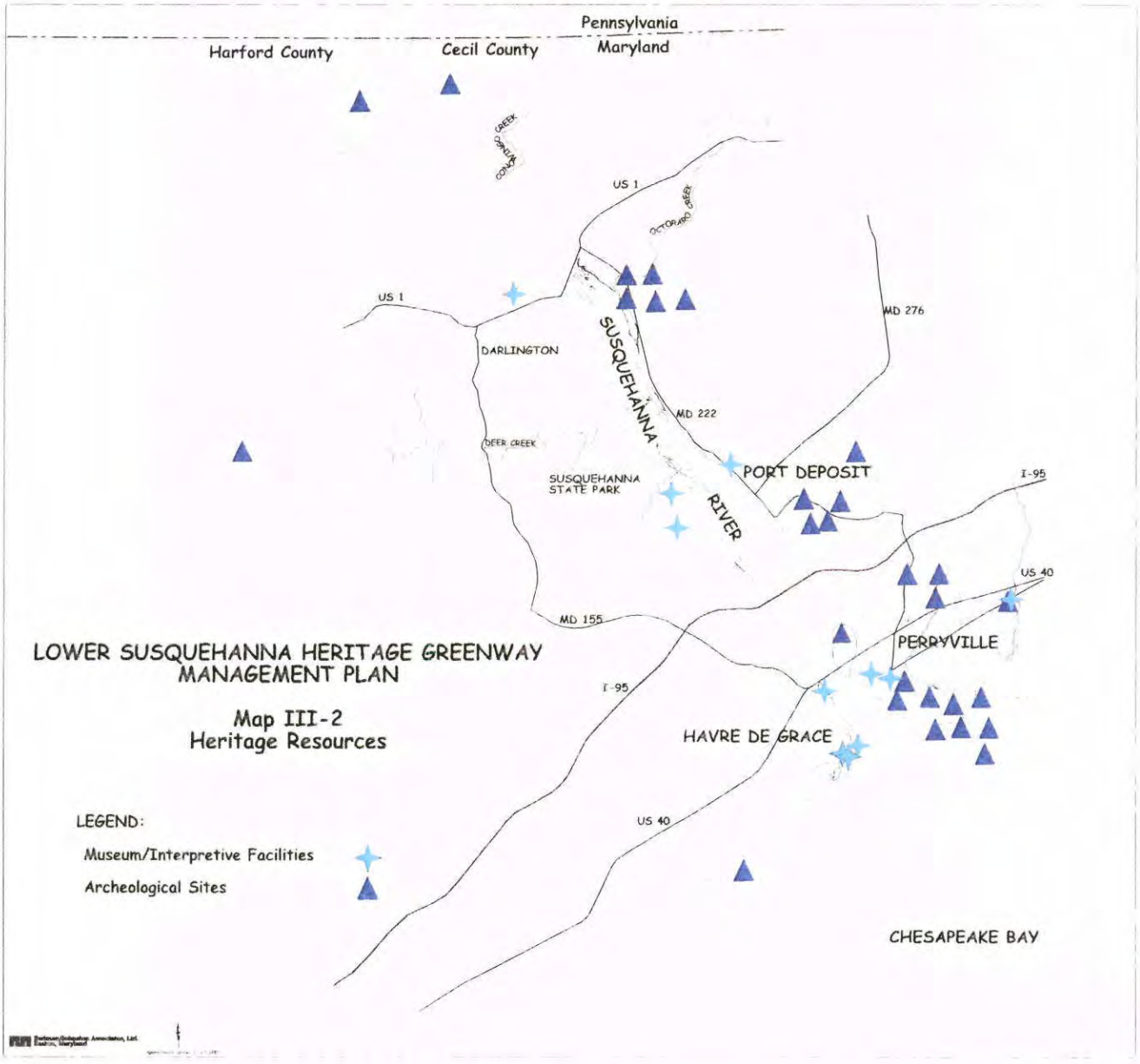
Archeological Resources (1783-1840):

- The early covered bridge from Port Deposit to Lapidum, it was the first crossing of the Susquehanna River; and
- The Road bridge remnants at Lapidum (settlement destroyed during the Civil War).

Archeological Resources (1840-1865):

- African-American-related resources, such as the Snow Hill archaeological remains;
- Canal-related structures, such as the Susquehanna & Tidewater (Harford County) and the Susquehanna Canal (Cecil County); and
- Canal remnants and associated resources, such as toll house and locks.

Heritage Resources



Key Natural and Environmental Resources

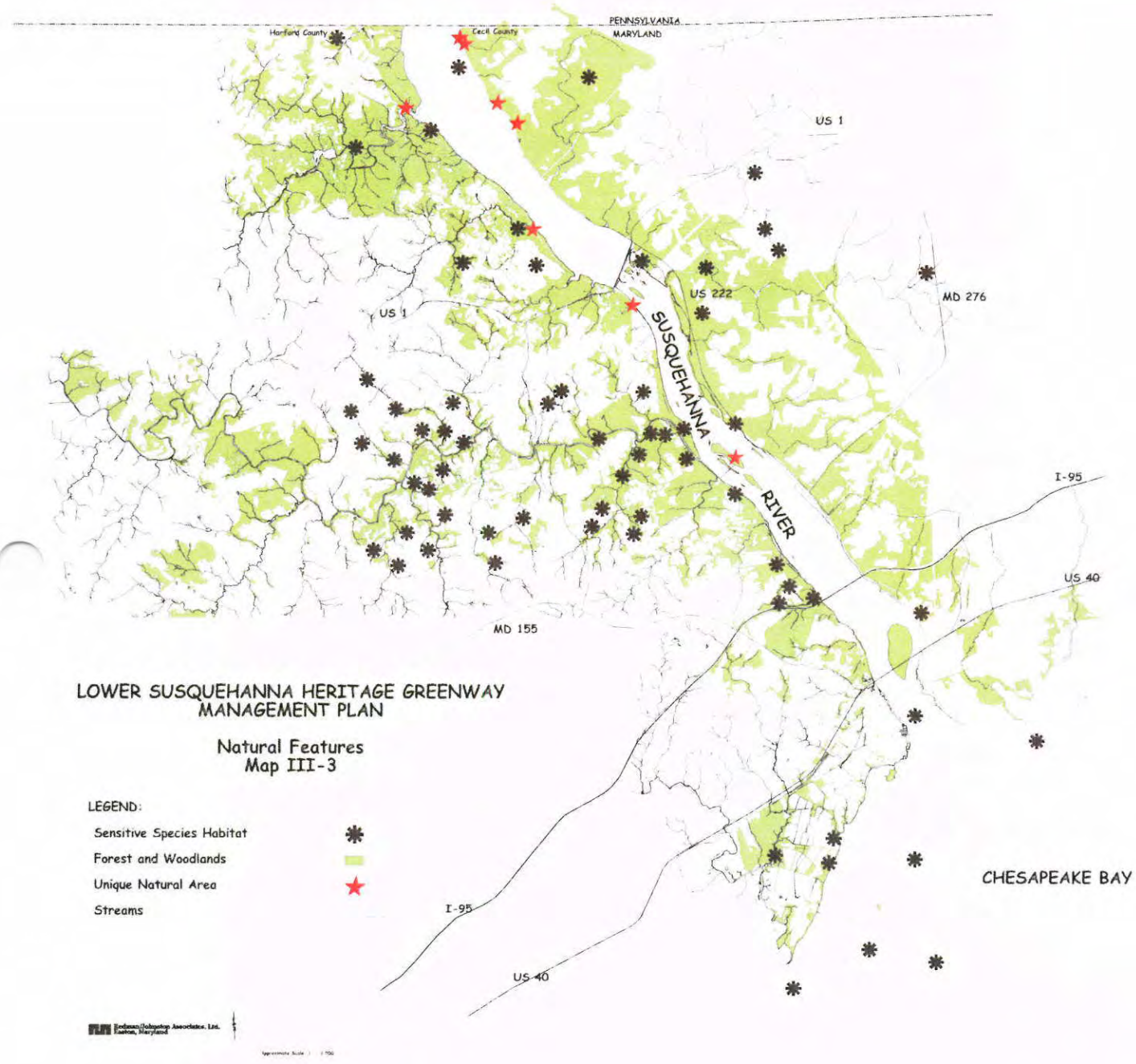
The natural setting of the Lower Susquehanna Region is an important part of the LSHG's overall appeal to residents and visitors. The region's varied topography, characterized by gently rolling hills and steep slopes with rocky surfaces, provides the LSHG with a stunning natural landscape. Much of the LSHG remains in its natural state, including a number of unique environmental areas. Notable among the many natural areas are Octoraro Creek, Shure's Landing Wildflower Area, Deer Creek, and Rock Run (See Map III-3). In addition, a significant portion of the LSHG is covered by mature deciduous forest, such as tulip, poplar, oaks, and black walnut. These forested areas are excellent wildlife habitats. A variety of valuable plant and wildlife species inhabit the forests and many pockets of tidal and non-tidal wetlands are scattered throughout the LSHG.

The heart of the LSHG is the Susquehanna River, unique not only for its importance to the life of the Chesapeake Bay, but also for its place in the history of this nation. Located within the River are a number of natural islands, most notably: Garrett Island (184 acres) located under the U.S. Route 40 Bridge (Thomas J. Hatem Bridge); Wood Island which is part of Susquehanna State Park; and Robert, Rowland, Spencer, and Sterret Islands all of which are owned by the Susquehanna Power Company. Located at the head of the Chesapeake Bay, the LSHG also includes Tydings and Battery Islands. Overall these islands total about 324 acres. Listed below are some of the LSHG's key natural and environmental resources.

Natural and Environmental Resources:

- The Chesapeake Bay;
- The Susquehanna River;
- Bay and River tributaries, including Principio Creek, Deer Creek, Octoraro Creek, Broad Creek, and the two Rock Runs;
- Geology and topography, such as the granite cliffs and influence of the fall line;
- Flora, such as forested areas and wetlands, and fauna, including the bald eagle;
- Unspoiled farmlands and agricultural landscapes, such as original farmlands, property lines, woodland edges, and Irish stone fence rows in both Cecil and Harford Counties (notably in the Darlington vicinity);
- Unspoiled farmlands above Port Deposit and Perryville;
- The Baldfriar Ford Crossing, a former natural crossing over the Susquehanna River;
- Port Deposit waterfront resources and its granite quarries;
- Havre de Grace/Perryville waterfront areas;
- Significant natural and environmental resources around Conowingo, used for recreational pursuits including Bald Friar, The Bald Friar Ravine, The Wildcat Ravine, Frazier Tunnel, and Ferncliff and Benton Hollow;
- Susquehanna River as power source, namely the Conowingo Dam and hydroelectricity;
- Designated Scenic Creeks such as Octoraro Creek and Deer Creek;
- Protected public lands and natural heritage areas such as Susquehanna State Park in Harford County;
- Trails such as the LSHG Greenway trail and the Mason Dixon trail;

- Key protected or undeveloped areas such as Garrett Island and the Shures Landing Wildflower Area (presently owned by PECO Energy Company);
- Scenic road networks and vistas from high grounds and bridges; and
- The Lower Deer Creek National Registered Area;
- Perryville Town Park;
- Marina Park in Port Deposit; and
- Tome School Trail.



LOWER SUSQUEHANNA HERITAGE GREENWAY
MANAGEMENT PLAN

Natural Features
Map III-3

LEGEND:

- Sensitive Species Habitat
- Forest and Woodlands
- Unique Natural Area
- Streams

Johnson, Johnston Associates, Ltd.
Easton, Maryland

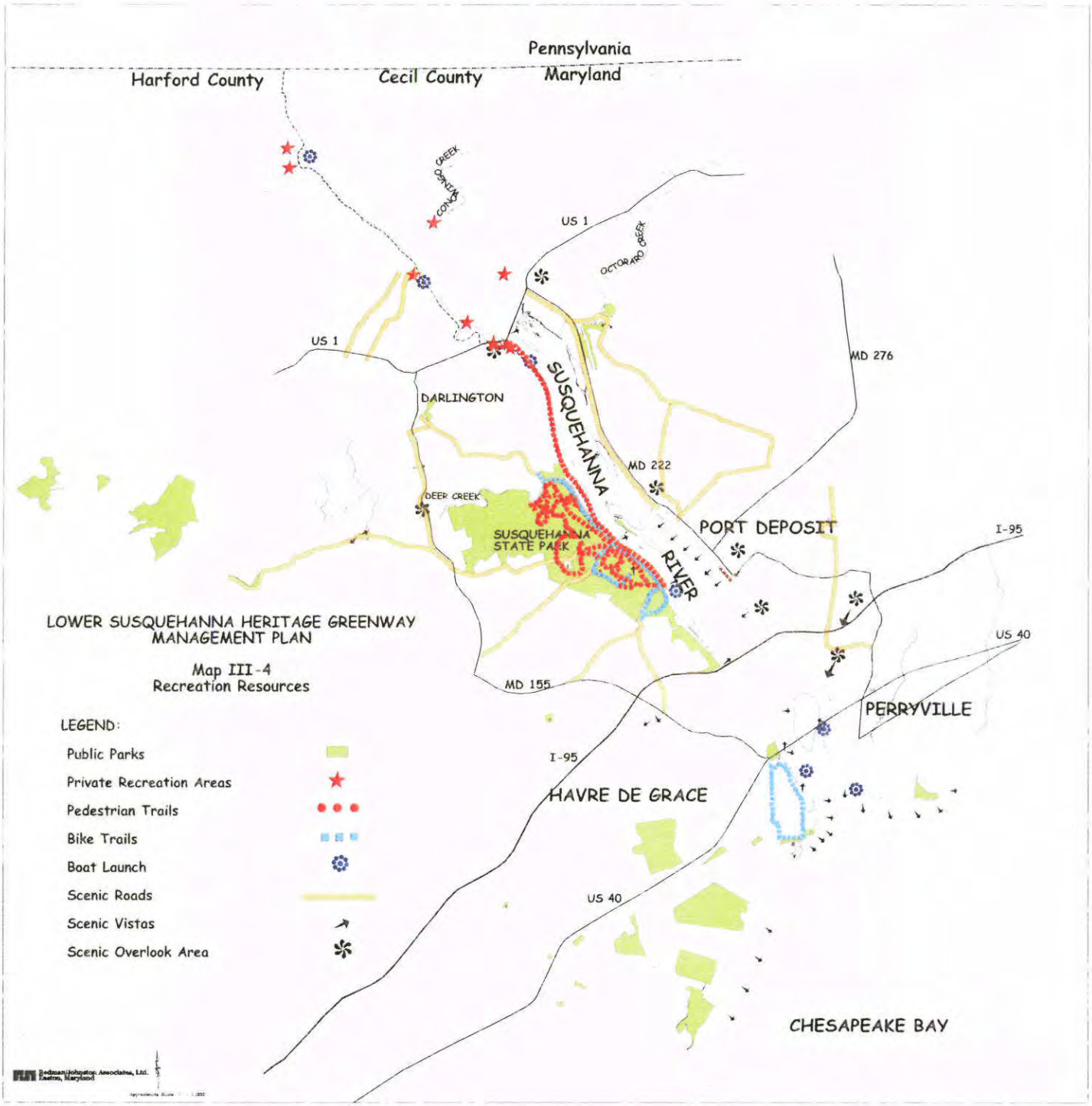
Key Recreational Resources

As shown on Map III-4, recreational land use includes municipal, county, and state parks and open spaces, which make up about 10% of the total LSHG. Some recreational resources are available to the public and some are private. Recreational resources in the LSHG include 12 miles of existing greenway trails and 61 miles of river and bay shoreline. In addition to park and open space land there are 10 public boat launches that extend from the northern end of the LSHG to the mouth of the Susquehanna River.

In terms of attracting visitors to the area, Susquehanna State Park leads the way, recording 193,483 visits in 1998. Susquehanna State Park offers over 8 miles of hiking and biking trails, including a 3.3 mile trail that leads north from the Park to Conowingo Dam. In addition, many camping facilities and public boat launches are also included. As another major recreational resource, the City of Havre de Grace provides an urban trail system for pedestrians and bikers that includes a waterfront promenade along the Chesapeake Bay. Port Deposit and Perryville are currently developing similar facilities. The brief listing below highlights some of the LSHG's key recreational resources.

Recreational Resources:

- Susquehanna State Park;
- Perryville Community Park;
- Perryville Public Boat Ramp;
- Owens's Marina;
- Riverview Campgrounds;
- Deer Creek Nationally Registered Historic District;
- Broad Creek Public Landing (private);
- Conowingo Creek Boat Launch (private);
- Conowingo Visitor Center, Trail, and Swimming Pool;
- Shure's Landing Wildflower Area;
- Fisherman's Park;
- Glen Cove Marina (private);
- Funk's Pond (private);
- Line Bridge Park;
- The Havre de Grace Promenade;
- The Havre de Grace Signature Sidewalk;
- Tydings Park (Havre de Grace);
- Jean Roberts Park (Havre de Grace);
- North Park (including a trail segment within Havre de Grace);
- Bulle Rock World Class Golf Course (near Havre de Grace);
- Marina Park (Port Deposit);
- Tome's Landing Marina (Port Deposit);
- Rodgers Tavern Park (Perryville);
- Completed segments of the LSHG Greenway; and
- Scenic road networks and vistas.


Pennsylvania
Harford County
Cecil County
Maryland
CONOWINGO CREEK
US 1
OCTORARO CREEK
US 1
MD 276
DARLINGTON
SUSQUEHANNA
MD 222
DEER CREEK
SUSQUEHANNA STATE PARK
PORT DEPOSIT
RIVER
I-95
LOWER SUSQUEHANNA HERITAGE GREENWAY MANAGEMENT PLAN
Map III-4
Recreation Resources
US 40
MD 155
PERRYVILLE
LEGEND:
Public Parks
Private Recreation Areas
Pedestrian Trails
Bike Trails
Boat Launch
Scenic Roads
Scenic Vistas
Scenic Overlook Area
I-95
HAVRE DE GRACE
US 40
CHESAPEAKE BAY
Redman/Johnston Associates, Ltd.
Easton, Maryland

SECTION IV - INTERPRETATION

Context

Interpretive facilities and events are heritage resources that are used to tell the "story" of the Lower Susquehanna Heritage Greenway (LSHG), illustrating the region's distinctive culture and history and used to draw visitors to the area. The region's interpretive facilities and events bring the past to life through educational programs, exhibits, and celebrations that provide a glimpse of the daily life, industry, and customs of three centuries in the Lower Susquehanna Region.

Interpretive Facilities: Cecil County

- Paw-Paw Museum: Located in historic Port Deposit, the Paw-Paw Building is in excellent condition. Built in 1821, as Port Deposit's first Methodist church, it originally had separate entrances for men and women and for slaves. The building has since been used as a meeting hall, academy, store, and restaurant. It was purchased by the Port Deposit Heritage, Inc. and has been restored as a museum and library celebrating the history of Port Deposit. It currently houses a collection of household items, letters dated as far back as the Civil War, and photographs depicting 19th and 20th century life in Port Deposit. The Paw Paw Museum is open year round on the 1st and 3rd Sunday of each month from 1:00 PM to 5:00 PM, or by appointment.

- Perryville Train Museum: Located in Perryville and opened in 1996, the Perryville Train Museum was built to commemorate the history of the railroad in the Town and to demonstrate the important role that Perryville played in rail development. Originally a stopping place on the ferry, the arrival of the Philadelphia, Wilmington, and Baltimore Railroad branch in 1837 led to a virtual transformation of Perryville. By the 1870s, the city was criss-crossed by railroad tracks. Once a small gathering of houses, Perryville became a commercial and social center for Cecil County. The Perryville Train Museum is open from noon to 4 PM on Sundays.

- Principio Furnace and Iron Works: Built in 1722, the Principio Furnace was one of the first iron furnaces in Maryland. This furnace, along with the Principio Iron Works built in 1775, helped establish the iron industry in the United States. The furnace was destroyed by the British during the War of 1812, but others were constructed in 1836 and 1890. Following World War II the production of iron in Cecil County was halted and the furnaces were dismantled and sold. Currently, the site is in disrepair but the Smithsonian Institute is interested in a project to reconstruct the industry's history, and is seeking to preserve the area as an industrial archeology site. A farm museum, Christmas tree farm, and farmers' market are also proposed for the site.

- Rodgers Tavern: Built in the early to mid-eighteenth century, Rodgers Tavern was immortalized by George Washington. A frequenter of the tavern between 1775 and 1798 (sometimes accompanied by his wife). Washington recorded his visits in a diary. Other

prominent guests included Lafayette, and Rochambeau. Between 1728 and 1791 the tavern was owned by John Rodgers, whose son would become the "Father of the American Navy." The Tavern was also thought to be a stop on the Underground Railroad, providing shelter for slaves in their quest for freedom. In 1956, the Society for Preservation of Maryland Antiquities (now called Preservation Maryland) obtained the deed to the property and started restoring the building as a museum. The property is currently owned by the Town of Perryville. In excellent condition, the offices of the LSHGI are housed within the historic Tavern. Rodgers Tavern is open year round with visits presently scheduled by appointment only.

Interpretive Facilities: Harford County

- Concord Point Lighthouse: Located in scenic downtown Havre de Grace at Concord and Lafayette streets, the Concord Point Lighthouse is one of the oldest lighthouses on the East Coast. Built in 1827 and still in use, the monument offers a panoramic view of the Chesapeake Bay. From its nineteenth-century construction until 1928, the lighthouse was manned by members of the O'Neill family of Havre de Grace, descendants of John O'Neill (famous for opposing the British line during the burning of Havre de Grace in the War of 1812). The Concord Point Lighthouse, which appears in the city logo of Havre de Grace, is presently incorporated as a non-profit organization. Current projects include the restoration of the O'Neill house and keeper's garden, which are in disrepair. The Concord Point Lighthouse is open from 1:00PM to 5:00PM from May to October on Saturdays, Sundays, and Holidays.

- Havre de Grace Decoy Museum: Since its opening in 1986, the Havre de Grace Decoy Museum represents state of the art museum facilities and attracts 35,000 to 50,000 visitors per year. The museum has become known for its unusual displays of hand-carved craftsmanship and folk artistry related to the waterfowl past-times of the area. The Museum uses displays, exhibits, and dioramas to detail the history of decoy making, the Chesapeake Bay, and area wildlife. Future expansions are planned to include exhibits on the Susquehanna Flats and other educational programs and visitor services. The Decoy Museum is located at Giles and Market Streets and is open year round from 11:00AM to 4:00PM daily.

- Havre de Grace Maritime Museum: (Presently Under Construction) Located at Heritage Park, the proposed 7,000 square foot museum will include indoor and outdoor exhibit spaces, a library, work area and offices, and museum store. The museum will highlight Havre de Grace's position as a contributor to maritime industry and history. The Havre de Grace Maritime Museum functions on a limited basis as a result of construction.

- Skipjack Martha Lewis: The *Skipjack Martha Lewis* is one of the few remaining working dredge boats of the Chesapeake Bay Oyster Fleet. The boat, built in 1955 and restored to its original state in 1994, is used today for excursions, weekday oyster dredging, and a

Discovery Program for students. Annual skipjack races are held in honor of Earth Day. Call 1-800-406-0766 for information on running times.

- Steppingstone Museum: Located at 461 Quaker Bottom Road, Susquehanna State Park, the Steppingstone Museum is dedicated to the preservation and display of rural arts and crafts from 1880-1920. A blacksmith shop, woodworking shop, and potter's shed are among the working facilities of the Museum, which is in excellent condition. The Steppingstone Museum offers tours and demonstration classes on turn-of-the-century arts and crafts. Further projects to be developed include a living history program, enhancement of displays, and completion of a scenic overlook of the Susquehanna River. Currently, the Museum is open from 1:00PM to 5:00PM from May to October on Saturdays, Sundays, and Holidays. The Steppingstone Museum, Inc., oversees operations with an 18 member Board of Directors, one full-time Executive, three part-time assistants, and an extensive network of volunteers.

- Susquehanna Museum of Havre de Grace at the Lock House-Susquehanna and Tidewater Canal, Susquehanna and Tidewater Canal-South Lock #10: Located near the Susquehanna River on Erie Street in Havre de Grace, this Museum's primary function is to house, display and interpret the history and artifacts of early Havre de Grace. The Museum is dedicated to the preservation and representation of the canal's early influence on the region, and exhibits also include a restored 1840 lock house, canal lock, canal basin, and swing bridge. The Susquehanna Museum is operated by a private non-profit organization chartered to collect, maintain, and interpret local history. New plans have focused on facility expansion, capital, interpretive, and administrative activities to improve effective interpretation of local history, and daily operational aspects. Further improvements are planned to include interpretive landscaping around the lock area. The Museum is open to the public from 1:00PM to 5:00PM from May to October on Saturdays and Sundays.

- Susquehanna State Park: Susquehanna State Park is located 3 miles northwest of Havre de Grace, on the scenic Susquehanna River. This state park runs along the River offering places to enjoy camping, fishing, boating, hiking, biking, bird watching, and picnicking. It includes the Rock Run Grist Mill (open to the public year round from 10:00AM to Sunset from Memorial Day to Labor Day on Saturdays, Sundays, and Holidays). The Rock Run Grist Mill was built in 1794 and the Jersey Toll House and the 1804 Archer Mansion overlook the Mill. Demonstrations are offered on a regularly scheduled basis at Rock Run Mill. A visitor center located in the park is open seasonally; the park is open to the public year round from 9:00AM to sunset.

- Swan Harbor Farm: The Swan Harbor Farm is a 469 acre site. Swan Harbor is Harford County Park property located along the Chesapeake Bay. It includes farmlands and buildings, woods, and wetlands. The main house and grounds can now be used for private parties, receptions, and special events, such as the AMC Spring Antique and Collectible Show, which raises money for cancer research. In addition, the "Earth Day Celebration" occurs at Swan Harbor Farm, drawing over a thousand annual visitors. Proposed plans for

the Farm include a trail system, pier, and educational programming. The Swan Harbor Farm may also be chosen to house archeological artifacts removed from the Old Port Baltimore site on Aberdeen Proving Grounds.

- Havre de Grace Signature Sidewalk: (Presently Under Construction) Although a large portion of the signature sidewalk is complete, more additions are planned. This sidewalk weaves among pockets of existing and new parks, museums (such as the Decoy Museum), and historic features (such as the O'Neill House and the Concord Point Lighthouse). It also is part of the City's downtown revitalization strategy.

- Conowingo Dam: Located to the north of Susquehanna State Park near Darlington, the Conowingo Dam power plant was constructed in 1928. When it was built, this massive hydroelectric facility was one of the largest power plants in the world. It changed the faces of both Harford and Cecil counties, as existing roads were rerouted and new roads, bridges, and spillways were constructed. Boat travel north along the river was no longer feasible after the dam was completed. It is currently operated by the Susquehanna Electric Company, a subsidiary of the Philadelphia Electric Company. The Conowingo Dam is open to the public for tours from 11:00AM to Sunset from April to September on Saturday. Some 33,000 visitors tour the Conowingo Dam on a yearly basis.

- Hosanna School: The Hosanna School was one of three public schools built in 1867 by the Freedman's Bureau. The property was bought by a free black man to be used as a place of worship, and was later converted for use as the first public school dedicated to the education of African-Americans in Harford County. The building, listed in the National Register of Historic Places and Historic Landmarks of Harford County, is now a museum.

Interpretive Events

While there are a number of special events held within the LSHG, the following inventory includes only those annual events that are hosted by interpretive facilities, or that highlight a cultural or historical aspect of life in the LSHG, which can therefore be considered as interpretive events.

Interpretive Events in Cecil County

- Perryville "Candlelight Tour": In December, Perryville holds a seasonal festival which includes concerts, raffles, tree lighting, and a train ride. A candlelight tour of the town is another highlight of the celebration.

- Port Deposit "Crab Feast and Seafood Festival Parade": This event includes walking tours, arts and crafts, and live music and other performances. In the afternoon there is a town-wide parade, and the evening brings an all-you-can-eat and drink crab feast.

- Port Deposit "The Lower Susquehanna History Festival": Susquehanna history comes alive with re-enactments, presentations, and historical and ecological education programs.

Interpretive Events in Harford County

- Havre de Grace "Children's Game Day": The summertime Children's Game Day sponsored by the Steppingstone Museum includes contests for ice cream eating, frog jumping, bean bag tossing, and turtle racing, storytelling, and face painting. The event culminates with a jousting tournament and Robin Hood theatrical presentation.

- Havre de Grace "Lock House Days": This annual event focuses on history, community, and family fun including rides, games, crafts, food, and music. Each year's event highlights a different community concern, and booths are set up to provide information on issues such as family health care. The event, which is held on the Lock House grounds, is free and open to the public.

- Havre de Grace "Earth Day Celebration": An annual event held at Swan Harbor Farm. The "Earth Day Celebration" draws over a thousand visitors each year to the Havre de Grace area.

- Havre de Grace "Flag Day Celebration": This annual event is Havre de Grace's salute to the American flag. An outdoor ceremony and concert, held on the Lock House grounds, are included in the celebration, which is free and open to the public.

- Havre de Grace "Candlelight Tour of Historic Homes of Havre de Grace": This annual fund-raiser for the Susquehanna Museum of Havre de Grace at the Lock House is held annually. Visitors are led on an evening tour of historic homes, museums, shops, lodgings, and churches.

- Darlington Apple Festival: Darlington's apples shine, as witnessed by visitors of the Darlington Apple Festival. Themes concerning apples and pumpkins are presented and refreshments offered, along with entertainment and a country market at this autumn festival. Darlington also offers an annual Herb Festival.

SECTION V - SIGNIFICANCE

Context

In regards to the significance of the Lower Susquehanna Heritage Greenway (LSHG), the surviving natural, historical, and cultural resources in the region enable residents and visitors to readily experience what the LSHG was like in previous centuries. Standing on the banks of the Susquehanna, one can envision John Smith sailing up the river to meet the Susquehannocks, or contemplate early pioneers forging their way through the dense forests to establish homes and towns. A 21st Century traveler can sit in the comfort of Rodgers Tavern and know that an 18th Century traveler once enjoyed the same atmosphere, perhaps alongside General George Washington or the Marquis de Lafayette. Decoy carvers, demonstrating their historic craft for visitors at the Havre de Grace Decoy Museum, use the same techniques that were first employed by Native Americans and later refined by sport hunters in the 19th and 20th centuries. These enduring natural, historical and cultural elements offer an ideal opportunity to pursue Maryland's heritage tourism goals and objectives.

Natural Resources

From the onset of European colonization to the growth of small mill towns, the development of canal systems, and the construction of the Conowingo Dam, humans have shaped the natural landscape of the LSHG, first to suit the needs of its early, agrarian communities and later to support the demands of a fast-growing, technology-based society. The significant traits of the LSHG's natural environment, and their contributions to its human environment, are listed below.

- The Chesapeake Bay is the largest estuarine system in the world and the Susquehanna River is its main tributary and source of freshwater contact. The land area of the LSHG surrounds the confluence of these two bodies of water. The LSHG is also traversed by many streams, creeks, and other smaller tributaries, which form a series of natural water crossroads in the region. Scenic high granite cliffs found along the river's banks in the vicinity of Havre de Grace and Port Deposit add sharp natural contrasts to the Susquehanna River and the tidewater characteristics found surrounding towns and farmland.

- Most of the LSHG is located on the Fall Line, which divides the Appalachian Piedmont Plateau from the Atlantic Coastal Plain. The majority of the LSHG is located on the Piedmont Plateau, characterized by rolling hills to steep slopes. At one time, during the early part of European colonization, this wilderness was large and untamed.

- The landscape changes to form a coastal plain near the mouth of the Susquehanna River, which bisects the corridor. Areas along the River eventually made excellent spots for tidewater plantation development during the Colonial Era. These plantations served as trading hubs, shipping tobacco and other products from the colonies back to England.

- The Susquehanna River has formed a natural water crossroads for flora and fauna as well. Large forested areas and wetland cover run parallel to the river, providing refuge and habitat for many species of rare birds and plants, found in both Cecil and Harford Counties. Where the river meets the bay, the Susquehanna Flats were created and provide an important habitat for fish, aquatic vegetation, and migratory birds. As a significant resource, Susquehanna State Park allows visitors to experience a combination of natural, historic, and cultural sites, all within the LSHG.

Historical Resources

As the LSHG grew from its colonial roots, it would become one of the finest examples of industry and infrastructure growth in the United States. Situated between the booming industrial and manufacturing centers of the North and the prolific agricultural regions in the South, the LSHG's railroads, rivers, and canals were vital connections in the network of transportation systems that evolved along the East Coast. In booming economic times, these arteries transported a variety of agricultural and manufactured goods between the north and the south. When the nation was at war, armies were carried back and forth over the landscape on boats, barges, and trains. The impact of these transportation systems is evident in the LSHG's history.

- From the early 1700's to the present, the Susquehanna River has been used to move people and goods from New York and Pennsylvania into the Chesapeake Bay tidewater region. In the American Revolution, the Susquehanna River and its tributaries were conduits for both Colonial and British troop movements. In the War of 1812, the Susquehanna would become a bane to local residents, providing the British fleet easy access to towns and villages along its shores, which they burned and ransacked. In the 19th Century, shipping, steamboat travel, and fishing became important hallmarks of the area.

- Many remnants remain in the LSHG as leftovers from the Canal Age (1783-1900). Canals were an important form of early American infrastructure and a primary means of linking the nation's vast resources located along the Eastern seaboard. Because of the river's connection to the Chesapeake Bay, the Susquehanna link had tremendous value in the development of early industry and commerce. In 1783, George Washington and a group of entrepreneurs attempted to raise money to build a canal along the Susquehanna River. After several failed attempts, the Susquehanna and Tidewater Canal opened to traffic in 1839. Fitted with lock chambers to accommodate 100-ton barges, the canal carried bulk traffic mainly from industrial centers in central Pennsylvania. The Susquehanna and Tidewater Canal is one of the most significant historic resources in the area, and its historical interpretation will allow visitors to understand how American industry and commerce evolved along major waterways.

- From the Old Post Road to the inception of the railroad, the LSHG continued its tradition of industry and infrastructure through the 19th Century and into the 20th Century. Many of America's first railroad lines were located within the LSHG.

- In 1928, the Conowingo Dam was opened. In its time, Conowingo was one of the largest hydroelectric power plants in the world. As a significant historic resource, Conowingo Dam stands apart because of the tremendous impact it had on the Susquehanna River.

Cultural Resources

The LSHG is woven into a well preserved cultural landscape. The variety of architectural styles reflected in its structures illustrate the diversity of cultural influences that formed the distinctive character of the LSHG's towns and villages. This distinguished historical and cultural identity is well worth preserving because it forms a link between the "New World" of North America and the "Old World" of Europe.

- The pre-colonial Native American influences within the LSHG are a valuable archeological and cultural resource. Many artifacts and remnants of an indigenous culture exist within the LSHG to the present day. Cecil County alone boasts 25 major archeological sites which are located in the LSHG.

- Because of its geographic location, the LSHG experienced strong cultural influences from Pennsylvania and Delaware during initial colonization. Diverse cultural and religious influences were reflected in the mix of early settlers that included Catholic English settlers under Lord Baltimore and protestant Swedish and Dutch settlers that moved in from Pennsylvania and Delaware in the late 17th and early 18th Centuries.

- In the 18th Century, Welsh and Scotch-Irish influences from Pennsylvania would add to Maryland's growing Protestant foundation. Many of these hardy northern settlers were behind Maryland's battle for religious freedom and were strong advocates for independence during the American Revolution. These immigrants also played a large part in the Civil War.

- The tolerant and religious-minded Quakers had a considerable cultural impact on the LSHG as well, most notably in the Darlington and Berkley areas, which contain excellent examples of traditional 18th Century Quaker villages.

- The LSHG has a lengthy African-American history which presents many opportunities for historical, educational, and cultural interpretation. African American history in the LSHG spans from the initial tidewater plantations of the early Colonial Period to the Underground Railroad network.

- Hunting and fishing have flourished in the LSHG for centuries and continue to endure as living, cultural traditions. Waterfowl hunting folkways spawned an indigenous art form and a recreational sport that continue to thrive today. The region's marshes and waterways, thick with migrating ducks and geese, attract sport hunters from around the world, and the traditional art of decoy carving draws thousands of visitors each year to the

LSHG. The bountiful supply of fish and shellfish in the region gave rise to a commercial fishing industry that supported generations of families, African-American and white, and continues to have a strong economic and cultural influence on the region. 18th and 19th Century watercraft designed to navigate the region's dense marshes and shallow coves are evident in the design of skipjacks and skiffs moving through its waters today.

SECTION VI - MARKET ANALYSIS

Context

The Market Analysis is best understood in the context of location. The Lower Susquehanna Heritage Greenway (LSHG) is located in eastern Harford County and western Cecil County, Maryland. It also is within a short driving distance of Delaware, New Jersey, Pennsylvania, and Virginia. The LSHG is midway between Baltimore and Philadelphia and within an hour's drive from each of these metropolitan areas and a two hour drive from Washington D.C. It is traversed by interstate US I-95 and several other major roadways, including US 1 and US 40. The LSHG can be reached by boat from the Chesapeake Bay and the Lower Susquehanna River with the three main urban centers of Perryville, Havre de Grace, and Port Deposit offering adequate docking facilities. Recreational boating activities are strong in these three waterfront communities. Rail services also are offered in Perryville and nearby Aberdeen.

Population and Local Economies

As a potential market, the LSHG is within a day's drive for about 65 million people, indicating a great economic development opportunity for tourism in the region. The population of the LSHG is only about 35,000 people, indicating a need to balance the impacts of tourism growth. At present for both Harford and Cecil Counties, the region's population is supported by a majority of jobs in the local economy, which include service industry, retail, and government employment.

***Note: See Appendix C for more detailed demographic and socio-economic information.**

Travel and Tourism

The LSHG is characterized by a variety of tourism based activities, including parks and recreation facilities, special events, museums and historic sites, and water-related activities and marinas. Harford and Cecil Counties ranked 11th and 12th among Maryland Counties in terms of travel related expenditures, payroll, employment, and state and local tax receipts. The primary tourism seasons in the LSHG are summer and fall. At present, the average trip duration is one day and one night.

Museums and Historic Sites

There are 14 museums located within the LSHG, including the Havre de Grace Maritime Museum, which is still under construction. Generally, museum attendance is not tracked closely but available figures indicate a moderate to average attendance record of approximately 5,000 to 10,000 people per year/per facility. Among the various museums in the LSHG, the Decoy Museum in Havre de Grace attracts the greatest number of visitors, with an average 40,000 people per year (see Table VI-1). At present, the Decoy Museum is the only facility open year round and attended on a daily basis. When the Maritime Museum opens, it will have daily operational hours as well. Other museums located near but outside of the LSHG boundary

include the U.S. Army Ordnance Museum at Aberdeen Proving Grounds and the Ripken Museum in the City of Aberdeen. In addition to the many museums, the LSHG also contains numerous historic sites such as Rodgers Tavern in Perryville and the Concord Point Lighthouse in Havre de Grace. Most historic sites are open to the public but some are private.

Public Recreation Facilities

There are several public parkland sites in the area that afford visitor amenities, recreational activities, and potential interpretive uses. The most popular is Susquehanna State Park, which had approximately 193,483 visits in 1998 (see Table VI-1). Conowingo Dam had 33,000 visits in 1997. The 1997 "Discover Harford County Visitor Survey Analysis" indicated that 24% of these visitors were from out-of-state, and that 30% of those visitors made a local purchase. Other major public parks include Marina Park in Port Deposit, Perryville Community Park in Perryville, North Park and Tydings Park in Havre de Grace, and Fisherman Park owned by PECO and located just below the Conowingo Dam. All of these parks will be linked by the greenway trail system, although many biking and hiking opportunities already are offered within Susquehanna State Park.

Private Recreation Facilities

Major recreation facilities within the LSHG include Bulle Rock, an 18-hole world class public golf course located in Havre de Grace. In 1999, 25,000 rounds of golf were played at Bulle Rock (see Table VI-1). In addition, the Furnace Bay Golf Course is located just east of Perryville. It is scheduled to open in the Spring of 2000.

Table VI-1
Visitation Statistics for Museums and Other Attractions - LSHG and Vicinity

Name	Months Open	Days	Hours	# Annual Visits
Susquehanna State Park	Year Round	Daily	9 am-Sunset	193,483
Decoy Museum	Year Round	Daily	11 am-4 pm	35,000-50,000
Conowingo Dam	Apr - Sep	Saturday	11 am-Sunset	33,000
Rock Run Grist Mill	Mem-Labor Day	Sat & Sun/Holidays	10 am-Sunset	15,000
Archer Mansion	Mem-Labor Day	Sat & Sun/Holidays	10 am-Sunset	15,000
Jersey Toll House	Mem-Labor Day	3 days wk/Sat/Sun/Hols	11 am-Sunset	15,000
Susquehanna Mus. of HdG	May - Oct	Sat & Sun	1-5 pm	10,000
Concord Pt. Lighthouse	May - Oct	Sat & Sun/Holidays	1-5 pm	10,000
HdG Maritime Museum	Year Round	Misc. Events		10,000
Steppingstone Museum	May - Oct	Sat & Sun/ Holidays	1-5 pm	7,500
Skipjack Martha Lewis	Apr - Oct	Th, Sat, Sun	2 hr. cruises	5,000
Paw Paw Museum	May - Oct	1st & 3rd Sun/By Appt.	1-5 pm	1,000
Perryville Train Museum	Year Round	Sunday	Noon - 4 pm	2,000
Rodgers Tavern	Year Round	By Appt.	na	na
Total in LSHG				**356,983 (+ or -)**
*US Army Ordnance Museum	Year Round	Daily	10 am-4:45 pm	149,000
*Ripken Museum	Year Round	Th - Mon	11 am-4pm	15,000
**Prime Outlets	Year Round	Daily	10 am-9 pm	1,000,000
**Bulle Rock Golf Course	Mar - Nov	Daily	9 am - Sunset	25,000 (first year)
***Total				**1,545,983 (+ or -)**

***Note: The US Army Ordnance Museum and the Ripken Museum both are located outside of the Lower Susquehanna Heritage Greenway boundary, however, joint marketing techniques may allow the LSHG to benefit from high visitation numbers to these museums. Other museums, which may contribute to LSHG visitations, include the "Upper Bay Museum" in North East.**

****Note: Prime Outlets and Bulle Rock Golf Course are major recreation attractions in the LSHG and are not considered heritage museums.**

*****Note: The "Total Number of Annual Visitations to the LSHG" (Lower Susquehanna Heritage Greenway) reflects the number of visits, not visitors per se and estimated totals may fluctuate from year to year.**

Source: Discover Harford County Tourism Council, Inc. and Maryland DNR; ZHA; Redman/Johnston Associates, Ltd..

Special Events

There are 19 events with historical, cultural, or regional themes and significance hosted each year in the LSHG. Ranging from the Darlington Apple Festival to the Maritime Festival in Havre de Grace, the average annual attendance per event is approximately 5,000 people. The total annual attendance for LSHG Special Events is approximately 109,900 people (see Table VI-2). A large portion of the total attendance for special events is drawn from areas outside of the LSHG.

Table VI-2
Event Attendance
Lower Susquehanna Heritage Management Area and Environs - Annual Events

Event	Month	Attendance
Skipjack Invitational Races & Earth Day	April	3,000
Decoy, Wildlife Art & Sportsman Festival - HdG Decoy Museum	May	3,500
Lock House Days - Susquehanna Museum	May	2,500
Darlington Herb Festival	June	10,000
Scottish Festival - Steppingstone Museum	June	5,000
Annual Maritime Festival - Havre de Grace	May	4,000
Susquehanna Wine and Jazz Festival - Susquehanna Museum	June	2,100
Havre de Grace Independence Day Celebration	July	30,000
Sporting Clays Events	July	NA
Susquehanna River Festival & Crab Feast - Port Deposit	August	NA
Seafood Festival - Havre de Grace	August	3,000
Arts Festival - Havre De Grace	August	2,000
Duck Fair - Havre de Grace	September	1,200
Children's Art Festival - Havre de Grace	September	1,100
Fall Harvest Festival & Craft Show - Steppingstone Museum	September	1,500
Septemberfest - Havre de Grace Street Festival	September	4,000
Darlington Apple Festival	October	30,000
Swan Fest - Havre de Grace Swan Harbor Farm	October	6,000
Annual Candlelight Tour - Havre de Grace	December	1,000
Total in LSHG		**109,900**
*Water Festival - North East	July	9,000
*Upper Bay Rockfish Tournament - North East	October	1,500
*Dickens Weekend - North East	December	3,500
****Total**		**123,900**

***Note: The Town of North East is located outside of the LSHG boundary, however, event visitations can contribute to heritage area visitations.**

*****Note: Total number of attendance figures includes events in the Lower Susquehanna Heritage Greenway and the Town of North East, Maryland. Figures may fluctuate from year to year.**

Source: Discover Harford County Tourism Council, Inc.; Cecil County Tourism; ZHA; Redman/Johnston Associates, Ltd.

Tourist Information Services

Visitor centers are maintained in Havre de Grace and Port Deposit. Visitor centers also are maintained in the offices of the LSHG, which are located in Rodgers Tavern in Perryville. Susquehanna State Park maintains several visitor information centers throughout the park. PECO Energy Corporation currently is negotiating turning over of its tourist information center at Conowingo Dam.

Shopping Facilities

The Prime Outlet Center at Perryville is 148,000 square feet of retail space (over 40 stores), and draws approximately one million people annually from a 100-mile radius, mainly Baltimore, Washington, D.C., and Harford and Cecil Counties (see Table VI-1). The towns of Havre de Grace, Port Deposit and Perryville have approximately 50 antique and small retail shops that offer handmade arts and crafts and specialty items. Many of these are located in historic downtown districts and are within walking distance of each other.

Dining Establishments

There are approximately 69 restaurants in the LSHG and its immediate vicinity (see Table VI-3). Family restaurants, which typically offer low to moderately priced menus and a casual atmosphere, make up the largest number of eating establishments. Fifteen (15) of the LSHG's restaurants offer fine dining, several of them in an historic or waterfront setting. Several seafood restaurants also are located in the LSHG, as well as eateries offering light fare, pizza, and sandwiches. The "LSHG Recognition Report" stated that restaurants did $59.9 million worth of business in Cecil County and $146 million worth of business in Harford County in 1995.

Table VI-3
Dining Establishments - LSHG and Vicinity

Fine Dining	**15**
Family/Casual Dining	**19**
Seafood	**9**
Steakhouse	**1**
Ethnic	**4**
Light Fare	**9**
Pizza/Subs/Fast Food	**12**
Total Number of Dining Establishments:	**69**

Source: Discover Harford County; Cecil County Tourism

Accommodations

There are a total of 1,726 rooms in the LSHG and its general vicinity (see Table VI-4). These rooms are available for visitors. Current visitor services include 119 rooms in Perryville and 88 rooms in Havre de Grace (including 27 rooms in five bed and breakfast establishments). Overall, this is a small portion of the 1,501 rooms in Harford County. There are no overnight accommodations in Port Deposit but the opportunity for development of hotel and/or motel facilities in the area is good, considering the large vacant tracts of land surrounding nearby MD 275 and the US I-95 Interchange. There also is a potential for accommodation projects at the former Bainbridge Naval Training Center. Scheduled to open in 2002, a 225-room resort and conference center at Bulle Rock Golf Course in Havre de Grace is currently under construction.

Table VI-4
Overnight Accommodations - LSHG and Vicinity

Bed & Breakfasts	**Rooms**	**Location**
Currier House	4	Have de Grace
Spencer Silver Mansion	8	Have de Grace
Vandiver Inn	9	Have de Grace
La Cle'D'or Guest House	2	Have de Grace
Crazy Swede	4	Havre de Grace
North Bay Bed & Breakfast	4	North East
Tide's End Bed & Breakfast	na*	North East
Hotels/Motels	**Rooms**	**Location**
Comfort Inn	104	Perryville
Perryville Motel	15	Perryville
Super 8 Motel	61	Havre de Grace
Red Roof Inn	109	Aberdeen
Budget Inn	25	Aberdeen
Sheraton Four Points	131	Aberdeen
Holiday Inn	122	Aberdeen
Super 8 Motel	62	Aberdeen
Days Inn	49	Aberdeen
Holly Hill Motel	18	Aberdeen
Quality Inn & Suites	110	Aberdeen
Econo Lodge	61	Aberdeen
Knights Inn	38	Aberdeen
Sleep Inn	68	Edgewood
Hampton Inn	90	Edgewood
Best Western Invitation Inn	159	Edgewood
Comfort Inn Edgewood	157	Edgewood
Days Inn of Edgewood	72	Edgewood
Chesapeake Lodge at Sandy Cove	153	North East
Crystal Inn	91	North East
***TOTAL:**	**1,726**	

***Note: Unable to obtain detailed information**

Source: "Museum Guide", Havre de Grace; "Hotel and Travel Index"Reed Travel Group; Discover Harford County, Redman/Johnston Associates, Ltd.

Water-related Activities

Recreational boating and fishing, enjoyed primarily during the spring and summer seasons, are important attributes of the LSHG's appeal. Both Harford and Cecil Counties offer public and private boating facilities along the Susquehanna River. There are a total of 1,110 boat slips in the LSHG, of which 718 are located in Harford County (see Table VI-5). A total of 70 transient boat slips are available for daytime or overnight visiting boaters. The slips are rented mostly to residents of Maryland but also to boaters from Delaware, Pennsylvania, and New Jersey. Some of the marinas, such as Tome's Landing, currently are undergoing expansion and property improvements.

Table VI-5
Marina Facilities and Transient Boat Slips - LSHG Area

# of Facilities	Type of Marina Facility	Total Boat Slips	Transient Boat Slips (available daily)
Harford County			
3	Private Marina Facilities	443	20
5	Public Marina Facilities	275	approx. 30
8		718	50
Cecil County			
4	Private Marina Facilities	390+	approx. 20
1	Public Marina Facilities	(for launching only) 2	0
5		391	2
Total Facilities: 13		**Total Slips: 1110**	**Total Transient Slips: 70**

Source: Redman/Johnston Associates, Ltd.

Public and Private Marina Facilities

Both Harford and Cecil Counties offer public and private boating facilities along the Susquehanna River with varying levels of visiting (or "transient") boat accommodations. By comparison, Harford County has nearly twice the number of public facilities, of which most are located in Havre de Grace. In Cecil County, both Perryville and Port Deposit offer private marina facilities. The Tomes Landing Yacht Club, in Port Deposit, is currently undergoing expansion to a full-service marina and will double its capacity by Spring 2000. There are no public docking facilities in the LSHG area of Cecil County but Perryville has a public launch facility at Frenchtown Road and Port Deposit has a public boat launching ramp at Marina Park (a new public waterfront recreation area located on the Susquehanna River). Port Deposit currently is refurbishing a local jetty for the boat docking facility. Additional public facilities are being planned for both Port Deposit and Perryville.

Visitor Profiles

Maryland is an important destination spot for tourism. Over a five-year period from 1993 to 1998, the Maryland Office of Tourism Development reported that the average number of annual visitors was 285,000 people for Cecil County and 271,000 people for Harford County. Most of the visitors to the LSHG travel to the area by car, plane, or boat. While the visitation statistics

and tourism market demographics currently available for the LSHG are not sufficient to develop a comprehensive analysis, they still present some important information on current visitor profiles and potential target markets in the region to develop a long-range marketing strategy.

Tourist Market

The tourist market includes people traveling more than 125 miles, who often spend at least one night in their destination area. Census information for 1990 indicates a total population of 65.8 million people in the LSHG's potential market radius. This includes the states of Maryland, Virginia, Delaware, New Jersey, and Pennsylvania. It also includes most of New York and Massachusetts, as well as parts of Connecticut, Ohio, West Virginia, and North Carolina.

With a population of over 2 million people (see Table VI-6), nearby Washington D.C. is one of a few major destination points for international tourists in the nation. In the future, it is expected that Maryland and the LSHG will benefit from increased international tourism. The Maryland Tourism Development Board and Discover Harford County currently are pursuing initiatives to market Maryland to an international audience as a tourism destination and attraction.

Table VI-6
Local and Metropolitan Area Market Profiles - 125 Mile Radius

Geographic Area	Total Population	% Ages 18-29	% Ages 30-49	% Ages 50-64	% Seniors	% Families w/children	% Married w/o children	% Non-White
Within 125 miles of LSHG	22,338,975	19%	30%	13%	12%	9%	10%	16%
Washington D.C./Metro Area	2,242,688							
Washington D.C.	606,900	24%	30%	13%	12%	4%	6%	75%
Montgomery County, MD	757,027	18%	34%	13%	10%	10%	10%	20%
Prince George's County, MD	728,553	23%	32%	12%	6%	9%	8%	55%
Frederick County, MD	150,208	19%	33%	11%	9%	11%	10%	6%
Baltimore Metro Area	1,068,985							
Baltimore County, MD	692,134	18%	30%	14%	13%	9%	12%	16%
Cecil County, MD	71,347	18%	31%	13%	10%	11%	10%	6%
Harford County, MD	182,132	19%	33%	12%	8%	12%	11%	12%
Carroll County, MD	123,372	17%	33%	12%	10%	12%	11%	4%
Philadelphia Metro Area	2,347,973							
Philadelphia County, PA	1,585,577	20%	26%	13%	15%	6%	7%	52%
York County, PA	339,574	17%	30%	14%	13%	10%	12%	6%
Lancaster County, PA	422,822	18%	28%	13%	13%	10%	11%	9%
Wilmington Metro Area	441,946							
New Castle County, DE	441,946	21%	30%	13%	11%	9%	10%	22%
Total Population:	**22,338,975**							

Source: 1990 Census

Resident Market

The resident market includes an important segment of people who generally travel under 125 miles for leisure trips or day trips. Including the local markets of Cecil and Harford Counties, the LSHG has a large resident market. Census information for 1990 indicated a total population of 22.3 million people in the LSHG's resident market radius (see Table VI-6). This includes the metropolitan areas of Baltimore, Washington D.C., and Philadelphia, as well as the heavily

populated regions of Northern Virginia and Southern New Jersey. The local population for both Cecil and Harford Counties is about 300,000 people. The Washington D.C. and Baltimore metropolitan area populations are 606,900 and 692,134 people respectively. More than half of the population in both the local and metropolitan areas is under 49 years old, with about 19% in the 18 to 29 age range and 30% in the 30 to 49 age range. Both Cecil and Harford Counties show a similar pattern.

Target Markets

As tourist market audiences, adults, families, and retirees are desirable niche segments. Adults and families represent a large market share of tourists coming to the area to visit relatives and friends. About 87 % of visitors to the LSHG are adults, of which 16% represent families with teens and children. Heritage tourism and ecology tour offerings in the LSHG may interest this sector. Retirees represent 39% of tourists in the LSHG. Mature couples may be interested in visiting and touring the many museums, historic towns and sites, and other attractions within the LSHG area. Other important market audiences include hikers, bicyclists, and boaters. Hikers and bicyclists represent an important segment of the tourism industry in the LSHG. Rail connections in Perryville are a key to furthering the LSHG's ability to attract hiking and bicycling visitors and other outdoor enthusiasts. Completion of the trail would be a major influence on this growing niche market. Finally, boaters are one the most important niche markets because all three LSHG communities are accessible by boat with the possibility of offering enhanced docking and marina services and facilities.

Group and bus tours are an important niche market, serving both the resident and outside tourist markets. A substantial percentage of this niche is comprised of seniors and retirees, which will enable a more focused marketing effort in this category. Given the sensitive nature of the LSHG's narrow scenic roads, the three main communities of Havre de Grace, Perryville, and Port Deposit initially may have to serve as staging areas for motorcoach tours because of their ability to supply more developed public services and facilities. Land and water shuttle services connecting outlying areas and attractions also can be developed to transport groups around the LSHG area. The development and/or expansion of LSHG visitor center facilities should include planning for motor coach parking and passenger off-loading as well as connectivity to shuttle routes.

SECTION VII - DEVELOPMENT AND LAND USE

Context

Efforts to preserve heritage and natural resources located within the Lower Susquehanna Heritage Greenway (LSHG) have been made easier due to the past efforts of Cecil and Harford Counties and their municipalities, as well as a number of important state initiatives. Over 80 percent (80%) of the LSHG is included under regulated lands such as the Chesapeake Bay Critical Area, voluntary easement programs such as agriculture preservation areas or historic districts, publicly controlled land and water such as parks, rivers, and the Chesapeake Bay, and utility lands or other mechanisms with built-in stewardship policies and programs.

The Existing Policy Framework

There are three important phases to the development of effective programs for the protection of heritage resources in a community. The first phase is the inventory of heritage resources, which in most cases focuses on historic buildings and places. More recently, heritage resources are being thought of as "the setting," such as scenic views, undisturbed natural stream corridors, rural countryside and historic landscapes, as well as large and intact wildlife habitat areas. The second phase involves the identification and designation of the most significant resources for listing on a federal, state, or local register of historic places. The third phase involves actions to protect these resources.

Prior to discussing the local preservation and conservation activities of each of the various counties and municipalities in the LSHG, there are a number of state programs that apply to the preservation and conservation efforts of all jurisdictions (albeit indirectly in some instances). Although the stated objectives of many of these programs do not mention protection of heritage resources, the fact remains that in order to achieve the preservation and conservation objectives for the LSHG, future growth must be managed and the natural environment protected in order to ensure that the public investment made in interpretation, recreation, historic preservation, and other projects, will not be wasted. These state-wide growth management and environmental protection programs include the "Chesapeake Bay Critical Area Program," "the Economic Development, Resource Protection and Planning Act of 1992," and the Governor's "Smart Growth Initiatives."

State Level Policies and Programs

Chesapeake Bay Critical Area Program: The "Chesapeake Bay Critical Area Protection Program" (Natural Resources Article 8-1801-8-1816) was passed by the Maryland General Assembly in 1984 out of concern for the decline in the natural resources of the Chesapeake Bay. Studies by the U. S. Environmental Protection Agency (EPA) and others had shown that the unnatural reduction in bay productivity was related to harmful pressures from human activities within the fragile watershed areas. To confront the problem, the General Assembly designated the Critical

Area. The General Assembly directed that new development in the Critical Area will be regulated in an effort to minimize adverse impacts to water quality and wildlife habitat. The Chesapeake Bay Critical Area Legislation consists of the following three goals:

- Minimize adverse impacts on water quality that result from high nutrient loadings in runoff from surrounding lands or from pollutants that are discharged from structures;
- Conserve fish, wildlife, and plant habitats; and
- Establish land use policies for development located within the Chesapeake Bay Critical Area that accommodates growth and also addresses the fact that, even if pollution is controlled, the number, movement, and activities of persons in that area can create environmental impacts.

The Critical Area Law states that there is a critical and substantial state interest to foster more sympathetic development activity along the Chesapeake Bay shoreline, in order to minimize damage to water quality and natural estuarine habitats. Pursuant to the requirements of the Critical Area Act passed by the General Assembly, the Chesapeake Bay Critical Area Commission was established. Appointed by the Governor, the Critical Area Commission is composed of representatives from Maryland's state government, environmental and other interest groups, and tidewater county jurisdictions. The Commission is responsible for leading local governments in generating programs to address the Critical Area Law's concerns. The Commission was also mandated by the General Assembly to adopt criteria for guiding the preparation of local government programs.

In addition to pollution resulting from development, there exists the problem of adverse environmental impacts from the mere number, routines, and activities of people within the Critical Area. The Critical Area and its boundary line were generated not only to accommodate the growth of human-built environments but also to provide for the conservation of fish, wildlife, and plant habitats, as well as protect the endangered water quality of the bay. Thus, the purpose of the "Chesapeake Bay Critical Areas Program" is to oversee guiding efforts to upgrade the bay's water quality and protect bay-dependent fish and wildlife habitats.

The Commission also was directed to establish land-use policies within the Critical Area to address matters of development and accommodate growth. New development activities and the expansion of certain existing ones are allowed within the Critical Area, only when no environmentally acceptable alternative exists outside the Critical Area. Development may be required to correct an existing water quality or wastewater management problem. Because of the importance of good water quality and habitat protection, applicants for land uses near the water's edge must make site-specific findings. Each community in the Critical Area was required to formulate site-specific development objectives and procedures to eliminate or minimize impacts to the Critical Area.

Approximately 12 percent (12%) of the LSHG, or slightly under 4,000 acres, is located within the Chesapeake Bay Critical Area Protection District. This district extends along the Cecil and Harford County shorelines to a point just above the mouth of Deer Creek. In many cases the shoreline is the area where heritage and key natural resources are co-located. A significant portion of the Critical Area is classified as a Resource Conservation Area, wherein new development is limited to a density of one dwelling unit per 20 acres. This provision will help insure a level of growth management and resource protection in coastal rural areas consistent with the protection of heritage and natural resources. The Critical Area Program's emphasis on public access to the water also is consistent with the objectives for the LSHG.

Aside from the density limitations, there are limitations on tree cutting, impervious surfaces, stormwater runoff quality, and other development and resource utilization standards. These will help insure that the natural environmental along the shoreline is conserved. Harford and Cecil Counties, the City of Havre de Grace, and the Towns of Perryville and Port Deposit have all implemented Critical Area Programs.

Economic, Growth, Resource Protection and Planning Act of 1992: The "Economic, Growth, Resource Protection, and Planning Act of 1992" (the 1992 Planning Act) requires that county and municipal plans be implemented by laws, ordinances, and regulations consistent with the plan and its seven visions. In addition, each county and municipality was required to update their comprehensive plan and implementing provisions to achieve consistency with the 1992 Planning Act. Directly addressing problems created by the pattern of wasteful-land-consuming development, the state's visions declare the following:

- Development is concentrated in suitable areas;
- Sensitive areas are protected;
- In rural areas, growth is directed to existing population centers and resources are protected;
- Stewardship of the Chesapeake Bay and the land is a universal ethic;
- To assure the achievement of 1 through 5 above, economic growth is encouraged and regulatory mechanisms are streamlined; and
- Funding mechanisms are addressed to achieve these visions.

The state also has set into place procedures to insure that Maryland infrastructure improvements are consistent with state's growth policy, as defined in the 1992 Planning Act. This procedure (called project review) is a mechanism to assure projects are consistent with Maryland's growth policy and local comprehensive plans. The 1992 Planning Act states that a local government may not approve a local construction project involving the use of state funds, grants, loans, loan

guaranties, or insurance, unless the project is consistent with the 1992 Planning Act's visions. Examples of local projects include community parks developed with state open space funds, schools, extensions of public sewer and water lines, and road construction.

One of the 1992 Planning Act's requirements is that each jurisdiction adopt policies and regulate sensitive areas, which include streams and stream buffers, habitats of threatened and endangered species, steep slopes, and 100 year flood plains. This policy and the resulting development control standards, along with the standards established in the Critical Area Law and the Forest Conservation Law, are significant protection measures. These initiatives are applicable to the LSHG, considering that roughly one third of the heritage area is forested. Many of these large forested areas contain mature deciduous species of trees and are rich with wildlife habitat. In addition, most of the magnificent granite cliffs, such as those that begin below the Conowingo Dam in Cecil County and rise dramatically above Port Deposit, fall within the definition of steep slopes. These provisions also are important for tributary streams, such as Deer Creek, Rock Run, and Octoraro Creek, which are integral parts of the heritage setting. Currently, Harford and Cecil Counties are implementing sensitive area protection measures, including stream buffer and steep-slope requirements. Perryville and Port Deposit will add sensitive area standards to their respective zoning ordinances within the next year.

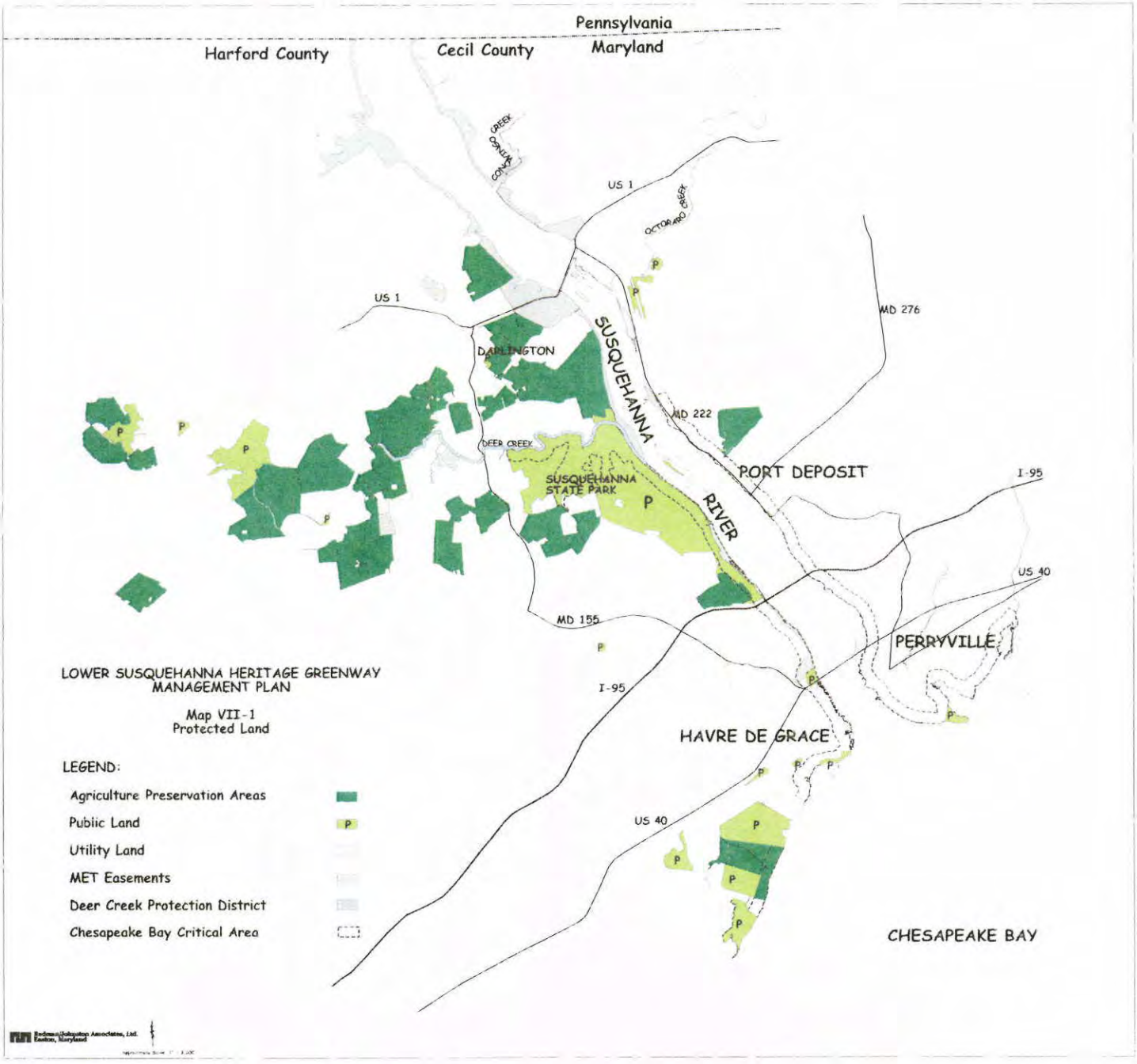
It should be noted that a significant portion of the LSHG is included in areas that are being managed to protect sensitive habitat areas and water quality (see Map VII-1). Currently, 1,739 acres in Cecil County (or 3% of the total LSHG) and 2,189 acres in Harford County (or 5% of the total LSHG) are protected under Maryland's Critical Areas Laws. Agricultural preservation areas form 6,860 acres or 15% of the total LSHG (the Lower Deer Creek area has recently been designated under a Rural Legacy program to provide added protection for agricultural resources).

Environmentally sensitive local programs help insure that the natural setting in the LSHG largely will be retained in its natural state. In addition to lands located within the Chesapeake Bay Critical Area and the Deer Creek Valley Scenic River District, protected lands also include areas located within sensitive species habitats that fall under the sensitive species protection requirements of the 1992 Planning Act and lands currently under some form of conservation easement, such as a Maryland Environmental Trust easement (MET) or other form of conservation easement. Locally, there are approximately 430 acres under MET easements in Harford and Cecil Counties.

Neighborhood Conservation and Smart Growth Initiatives: In 1997, the Maryland General Assembly enacted the "Neighborhood Conservation and Smart Growth Initiatives" (Smart Growth). The intent of this legislation was to marshal the state's financial resources to support growth in Maryland's communities and limit development in agricultural and other resource areas. At the heart of "Smart Growth" is the "priority funding areas." Beginning October 1, 1998, the state's policy designated that priorities for funding would be projects for Maryland's municipalities, other existing communities (such as Darlington for example), industrial areas,

and planned growth areas outlined by the counties. Heritage areas are one example of a "priority funding area".

Protected Land



A "Smart Growth" initiative, having the potential to reinforce the conservation objectives of the LSHG, is the "Rural Legacy Program." Under the Maryland Department of Natural Resources DNR's Program Open Space (POS), the "Rural Legacy Program" provides monies to leverage bond funds for local governments and land trusts in order to purchase properties, property rights, or perpetual easements. An objective of this program is to preserve agricultural, forest, and natural lands in contiguous blocks, corridors or greenways. Approximately 6,860 acres (about 13 percent) of the LSHG are in agricultural preservation areas. A significant concentration of these farm districts are located in the Deer Creek National Register District. This area has been identified as a priority preservation area by Harford County and was included in a recently approved "Maryland Rural Legacy Program" award from the state of Maryland. As a result Harford County will have $1.75 million available for the purchase of easements to further insure that this area will remain predominantly rural agricultural. Participation in the "Rural Legacy Program" is purely voluntary. It should be noted that POS has been instrumental in helping the Lower Susquehanna Heritage Greenway, Inc. (LSHGI), the management entity responsible for the heritage area, to establish and maintain the greenway corridor.

Many other state programs also are included in "Smart Growth." Various programs administered under the Maryland Department of Housing and Community Development (MDHCD), as well as agencies such as the Maryland Office of Planning (MOP) and the Maryland Historical Trust (MHT), have tremendous potential to promote neighborhood re-vitalization and other "infill" re-development projects. Some "Smart Growth" programs include Maryland's "Main Street Program" and "Smart Codes" for adaptive re-use.

Maryland's "Main Street Program" is a downtown revitalization strategy. The program's goal is to strengthen the economic potential of traditional communities while maintaining overall character. "Main Street Maryland" assists communities to improve their economy, overall appearance, and downtown image as a traditional center for business activity. According to State statistics, "over seven billion dollars" has been reinvested in participating communities since the program's inception resulting in a gain of "33,000 new businesses" and "115,000 new jobs." MOP can assist any community interested in the program.

"Smart Codes" enable more flexible building code regulations that promote "in-fill" re-development. By encouraging investment in existing communities, the reuse of old buildings and the conversion of old buildings to new uses promotes neighborhood conservation, a primary "Smart Growth" goal. The development of "Smart Codes" are designed to remove code barriers that are counterproductive for the rehabilitation and reuse of historic and other structures. According to the State of Maryland, New Jersey developed a similar code and rehabilitation rose 8% with a significant rise in older communities. Rehabilitation expenditures rose 60% in Newark from $68 million to $109 million. In Trenton, rehabilitation expenditures rose 40% from $21 million to $30 million.

***Note: Refer to Appendix G for descriptions of state agencies that have assisted the Lower Susquehanna Heritage Greenway effort including the Department of Natural Resources Program Open Space and the Maryland Office of Planning.**

County Level Policy Measures

Cecil County: One of the goals stated in the "1990 Cecil County Comprehensive Plan" (Comprehensive Plan) is to encourage the identification, preservation, and restoration of sites and structures having historic significance, as well as control development in their vicinity to protect their visual character. This goal is discussed further in each of the land use classifications and the land use element sections of the Comprehensive Plan. The LSHG falls into three county land use classifications; Development District, Suburban District, and the Rural Conservation District.

A significant portion of the LSHG south of Port Deposit is classified as either Development District or Suburban District. The Development District is intended to be those areas of the county where intense residential, commercial, and industrial uses will be encouraged. The Suburban District is a transition district between urban and rural areas. The Rural Conservation District retains the existing rural character of the district and encourages the continuation of agriculture and forestry uses. The descriptive recommendations, found in each of these districts, is to protect the cultural and visual heritage of the county by adopting historic building regulations and designating historic districts and sites for protection and special treatment in the development process.

At present, Cecil County is developing substantive policies, programs, and implementing provisions to protect important heritage resources. The recently completed "Cecil County Historic Preservation Plan," which has established a county policy for protecting historic resources, partly carries through the recommendations of the 1990 Comprehensive Plan. An "Historic Preservation Overlay Zone" is now being developed for Cecil County to be added to the "1993 Cecil County Zoning Ordinance." It will be an implementing provision based on voluntary participation by property owners in the historic district and historic landmark designation and preservation process. In addition, Cecil County will establish a historic district commission, which will be given the authority to assist the public and the County Commissioners in the establishment of historic districts and landmarks. They also will assist in the review of proposed development in historic areas to protect their character.

Harford County: The "1996 Master Plan and Land Use Element for Harford County" (Master Plan) shows most of the LSHG (above the U.S. I-95 interchange north of Havre de Grace and south of U.S. I-95, west of MD Route 155) to be classified in an Agriculture/AG Residential land use category. As the Master Plan states, these areas are designated primarily for agricultural land use. However, development rights are available for residential development at a density of 1.0 dwelling unit for every 10 acres. Any commercial uses within this area are intended to serve the agricultural industry or residents of the area. The only area of the county not shown in this category or a Rural Residential category is an Industrial/Employment area that corresponds to the Arundel Quarry, located north of Havre de Grace and along the Susquehanna River. According to the Master Plan's "Land Use Element," the primary objective for the planning area that includes the Village of Darlington, the Lower Deer Creek Valley Historic District and the Deer Creek Scenic River District (an area included in the National Wild and Scenic River Program), is

to maintain a rural agricultural character and economy with residences and business concentrated in village centers. All of these areas are located within the LSHG. Policy documents, which are elements of the Master Plan and closely related to growth management, include the "Harford County Water and Sewer Master Plan" and the "Harford County Open Space and Land Preservation Plan." According to the "Harford County Water and Sewer Master Plan" there is no major planned public water or sewer service outside of the incorporated municipalities north of U.S. I-95 in the LSHG. The "Harford County Open Space and Land Preservation Plan" specifically recognizes the greenway as an important recreation initiative.

The "1998 Historic Preservation Element Plan" (as well as the Master Plan), addresses the visions of Maryland's 1992 Planning Act. It promotes an integrated approach to the present and future management and preservation of Harford County's heritage. Focusing on how to aid Harford citizens in their preservation efforts through coordination with federal, state, county, and municipal programs, it provides a framework for the continued identification and designation of historic sites and properties. This will lay the groundwork for the creation of a system that allows for better protection of existing sites. In maintaining compatibility with Maryland Heritage Areas Authority (MHAA) guidelines and the Lower Susquehanna Heritage Greenway Management Plan (the Management Plan), the "Historic Preservation Element Plan" insures that heritage tourism, school curricula, and the promotion of Harford's historic assets will contribute to the overall economic well being of the county. A specific recommendation of the "Historic Preservation Element Plan" is to support natural heritage areas, assist citizens currently preparing the Management Plan for the LSHG, and encourage further surveys of historic buildings and archeological sites.

Harford County has undertaken an ambitious policy framework to protect and preserve heritage resources, especially in the Lower Susquehanna Region. The "Harford County Development Regulations: Zoning Code, Floodplain Management, Sign Code, and Subdivision Regulations" all maintains a positive stance through county-wide ordinances for the enhanced protection and preservation of historic, cultural, and natural resources. The regulations include:

- Local Historic District provisions (Part 2, Article X - XIII):
- A Natural Resource Protection overlay district that applies to stream corridors, non-tidal wetlands and steep slopes (§267-41, D);
- The Chesapeake Bay Critical Area Overlay District implements the policies and criteria of the Critical Area Law and Critical Area Criteria promulgated by the state and applies to all coastal areas within 1,000 feet of tidal waters or tidal wetlands to the head of tide (§267-41.1);
- Forest and Tree Conservation provisions that apply to all developments of 40,000 square feet or larger (Article V.A),

- Provisions for the creation of Agricultural Land Preservation Districts (Part 3, Article XVI); and

- The Deer Creek Scenic River Advisory Board, which must review and approve all development proposed within 150 feet of the banks of Deer Creek. Concerning environmental conservation and preservation, the Deer Creek Board provides further measures above and beyond the state and federal requirements (Part 4, Article XVII).

Harford's "Agricultural Land Preservation Program" protects productive agricultural land and woodland providing for the continued production of food and fiber. This supports the vital role of agriculture in the county's economy. To be eligible to participate in the county program, a landowner needs at least 50 acres (Maryland's "Agriculture Preservation Program" requires a landowner to have a minimum of 100 acres). A landowner will receive payment for selling his development rights and/or a tax credit. Under the county program, there are two levels of commitment, an agricultural district and an agricultural easement. A District is a commitment by the landowner not to develop their land for a minimum of 5 years. This allows for a property owner to be qualified for up to a 50% tax credit from County Real Property Taxes. Following purchase of development rights from the land owner by the state or the county, the farm is subject to an easement which prohibits development in the future.

Municipal Level Efforts

City of Havre de Grace: In 1996, the City of Havre de Grace adopted a "Comprehensive Plan for Havre de Grace," (Comprehensive Plan), which includes a vision of the city as a historic and cultural center. In this respect, the goals of the community are designed to protect and enhance the city's visual quality, design excellence, and distinctive image. In addition, protection and enhancement will be provided for the visual and historic character of the various periods and styles of Havre de Grace's urban evolution, such as the historically significant manor houses in the Havre de Grace planning area. Coupled with municipal policies pertaining to restoration and revitalization of the Downtown area, Havre de Grace presents a strong policy framework for the present and future protection and enhancement of heritage resources. The city's economic development vision, "a good place to do business," includes a strategy for strengthening and expanding the existing tourism industry while coordinating the efforts of economic development, local businesses, and tourism organizations.

Aiding the implementation of its objectives, the city created a historic district, which currently encompasses 1,100 properties. The Historic District was listed on the National Register of Historic Places by the MHT in 1982. Nearly 800 structures within the district were designated as contributing to the historical and architectural significance of the area.

A historic district overlay zone was created in 1990 and it includes the establishment of a Historic District Commission. The role of the Historic District Commission is to recommend designation of local historic districts that encompass publicly-owned structures or privately

owned structures, provided owner permission is obtained. In addition, any exterior changes to a building designated as a historic landmark, or located within a historic district, are subject to design review.

The Comprehensive Plan provides for an assessment of the city's preservation efforts. However, Havre de Grace's preservation efforts have not been completely successful, not withstanding the creation of a large historic district and adoption of a historic district overlay zone, because individual property owner consent is required for listing. In addition, the Historic District is very large and many feel that only its core needs to be preserved. If the rest of the District is neglected and there is not a common vision for the whole, then its integrity begins to erode. At present, few of the approximately 800 contributing structures within the District are subject to review.

The Comprehensive Plan recommends that efforts be made to increase community education and awareness of the broad significance of the many designated structures in the Historic District. The Comprehensive Plan also states that in order to sell preservation and history to visitors, the city must first sell the concept to its own local officials and property owners. Since the wholesale clearance of buildings is unlikely under any scenario in the near future, it appears advantageous to adopt a more active and positive preservation policy. This will tie historic areas into tourism and economic development.

Port Deposit: The entire "Old Town" portion of Port Deposit (along Main Street) is registered as a historic district. As stated in their "1999 Comprehensive Plan," the goal for Port Deposit is an economically revitalized community that will promote and enhance the town's 19th Century character, unique natural resources, and association with the Susquehanna River. The Port Deposit Historic District Commission reviews all proposals for new construction, renovation, or rehabilitation within town corporate limits. They must approve all applications for development and other changes prior to the issuance of permits.

In addition to the Port Deposit Historic District, the town also encompasses the Tome School for Boys Historic District. The Tome School for Boys is a priority redevelopment area for the town and was, at one time, part of the old Bainbridge Naval Training Center. This 1,200 acre property will be turned over to a local development authority to direct future planning and development efforts for reuse of the site. This includes measures for restoration, preservation, and adaptive re-use of the Tome School for Boys (a landmark historical and architectural resource in Cecil County). According to the "Vision" statement prepared for the Bainbridge Naval Training Center, the Tome School property and renovated existing buildings could be used as a conference center, academic/research educational facility, government/corporate offices, or a retirement community.

The Port Deposit Comprehensive Plan also recognizes the present efforts of the MHAA and the LSHGI to establish the LSHG in the town. One objective is to establish a pedestrian trail to the Bainbridge property. Concerning the trail segment, the plan states that the proposed LSHG could increase tourism, enhance property values, attract businesses, provide greater recreational

opportunities, and protect wildlife habitat. The Marina Park area would be linked to the northern Octoraro trail section through a connecting link, which would parallel Happy Valley Branch. It would then pass through Bainbridge and eventually tie into the abandoned Navy rail spur in the northeast area of the facility. Within the town, the trail would be integrated with the "River Walk," currently proposed in Marina Park. This will link with sections that pass through Tome's Landing. Another feature associated with this project is the use of the proposed docking facilities at Marina Park for a water taxi service, a concept proposed in the LSHG strategy. This opportunity would provide a water transportation link with Perryville and Havre de Grace.

The Town of Port Deposit currently is preparing a new "Zoning Ordinance and Subdivision Regulations" that will include recognized provisions for protection of historic structures and archeological sites (such as Snow Hill), sensitive natural resources, and the implementation of the town's greenway objectives. It is anticipated that once completed, the "Zoning Ordinance and Subdivision Regulations" will supply effective legal protection measures and promote sound policies for heritage resources above and beyond current initiatives.

Perryville: In December 1998, the "Perryville Comprehensive Plan" was adopted. It addresses sensitive environmental areas (as defined in Maryland's 1992 Planning Act) and historic features. There are a number of structures and sites within the town that have historic, cultural, or architectural significance. As the "Perryville Comprehensive Plan" states, these structures, given proper concern and recognition, have tremendous potential to serve as physical reminders of the history and heritage of Cecil County's past. The inventory includes:

- Rodgers Tavern;
- Ellensely Home;
- Perry Point Mansion; and
- Railway Station.

Perryville's Comprehensive Plan also outlines a number of programs and strategies for the town to pursue to provide preservation and enhancement of its heritage resources. These include protection and preservation programs such as National Historic Landmarks, National Register of Historic Places, Conservation and Preservation Easements, and Historic Overlay Districts.

As part of the adoption of a local historic district, the Comprehensive Plan recommends that the town should adopt zoning provisions to promote the adaptive reuse of historic structures for public and private uses. These include, but are not limited to, bed and breakfast establishments, craft/gift shops, museums, and studio space for artisans (when such uses minimize exterior structural alteration). The Comprehensive Plan also recommends that the zoning ordinance and subdivision regulations require developers to identify properties with cemeteries, burial grounds, archaeological sites, and/or historical structures prior to any disturbance of the site.

In March of 1998, Perryville prepared a detailed vision statement entitled "A Vision for the Future, Development Opportunities and Enhancement Concepts for Old Town." The Vision Plan

for the historic core builds on the town center and ideas set forth in the Comprehensive Plan, which includes text and supporting graphics that bring the vision into a much clearer focus.

The recent emphasis in Perryville has been on the redevelopment and revitalization of the downtown. This process could present many opportunities to attract new businesses and residents. Any plans for revitalization must take into account the community's waterfront access and recreation objectives, which include development of the greenway segments within the corporate limits and increased access for pedestrian and bikers throughout the community. Since the adoption of the Comprehensive Plan and Vision Plan, Perryville has not amended its zoning and other development regulations to implement recommendations, however, the town is expected to undertake an update to these regulations within the next year.

Other Initiatives Within the LSHG

Darlington (Lower Deer Creek Historic District): The village of Darlington and its surrounding area have been designated as a National Register Historic District known as the Lower Deer Creek Historic District. This District includes much of the greater Darlington-Glenville communities and offers protection to historic properties from publicly funded projects. Protected county-owned resources in Darlington include Francis Silver Park, Noble's Mill Road bridge, the Darlington Elementary School, and the Darlington branch of the Harford county library.

Susquehanna State Park (Maryland Department of Natural Resources): Susquehanna State Park land holdings in Harford and Cecil Counties is approximately 2,591 acres total, of which 2,525 acres are located in Harford County. The park is state-owned and operated by the Maryland Department of Natural Resources. It currently provides recreation trails for hikers, bikers, and horseback riders. In addition, the park contains several key interpretative facilities, including Rock Run Mill and Steppingstone Museum. The park has the potential for an increased role in both recreation and interpretation, however, according to the Park Advisory Board, it suffers from inadequate funding and staffing. This has stymied efforts to maintain, operate, and restore the park's historic resources, such as the Susquehanna and Tidewater Canal section located at Lapidum Landing.

Bainbridge Naval Training Center (Bainbridge Development Authority): The former Bainbridge Naval Training Center presents a potentially significant economic development opportunity for Cecil County and the Town of Port Deposit, which annexed the site in December, 1999. The facility consists of a 1,200-acre site located approximately one mile from the interchange of MD Route 275 and U.S. I-95. Recently legislation was passed in the Maryland General Assembly that would allow control for redevelopment of Bainbridge to be placed in the hands of a local development authority. The proximity of such a large contiguous parcel under one ownership and located so close to U.S. I-95 presents the opportunity for a large mixed-use center containing residential, commercial, recreational, and light industrial uses. The site contains buildings and other on-site facilities and systems that may be efficiently adapted to accommodate new uses.

with a special emphasis on the sensitive reuse of structures located in the Tome School for Boys Historic District..

Utility Owned Land (PECO Energy Corporation): PECO Energy Corporation owns land that comprises approximately four percent (4%) of the LSHG, or 1,370 acres. PECO's cooperation with state and federal agencies to identify and protect rare species habitat will help insure the continuation of the unique variety of plant and wildlife species found in the Lower Susquehanna River Valley. The "Master Plan" for the PECO properties, which the utility is required to periodically prepare and/or update, should be revised to address the recommendations of the Management Plan as they relate to PECO.

Observations: Summary of Issues

Overall, local government stewardship and preservation and conservation efforts are strong from a policy perspective but vary in their ability to effectively preserve heritage resources and the settings for these resources. The following provides a brief summary of the key issues involved in the protection of heritage resources. They include:

- Growth management;
- Policies for protecting or enhancing historic buildings;
- Policies for protecting cultural landscapes; and
- Policies for enhancing the climate for rehabilitation and/or adaptive reuse.

Following is a more detailed discussion of the preservation and conservation policies and implementation programs of the counties, municipalities, and other key management entities in the LSHG.

- Policies for Growth Management: Growth management is a key issue directly related to the LSHG. As new residents move into the area, the demand for housing will result in the conversion of land from, among other things, farm and forest uses, to residential and related uses such as commercial, service, and employment uses. Accommodating this growth, while at the same time protecting the cultural and natural resources that make-up the LSHG, will be a challenge, especially for county government.

  Harford County's population is expected to increase from 209,130 people in 1995 to 239,560 people by the year 2005. This population growth is expected to result in an additional 14,450 new households. Cecil County's population, which was 71,347 people in 1990, is expected to increase to 92,700 people by the year 2010. This population increase could result in an additional 7,900 new households in the county within the next 10 years. The land use plans and development regulations for both counties are designed to discourage large scale development in rural areas. These rural areas constitute a large part of the setting for heritage resources. Insensitive development in rural areas could

adversely affect heritage resources, the natural environment, and the general appeal of the area for visitors.

A number of state initiatives will help guide this future growth. These include the 1992 Planning Act, the "Smart Growth" Initiatives, the Critical Areas Law, and the Forest Conservation Act. However, the success of these initiatives will depend largely on the policy implementation and enforcement. For example, growth management in rural areas, in and of itself, may not protect a particularly important scenic vista or historic structure if the developer decides to use the density allocation allowed in a way that adversely effects heritage resources. For this reason, local land use development review procedures should include guidelines that suggest ways to develop in a manner that is sensitive to the particular protection needs of the heritage resources and their settings. In addition, public awareness of the importance of heritage resources will need to be increased. Publicly-led initiatives to insure that the spirit and intent of the jurisdiction's growth management and heritage resource protection goals and objectives should be followed as effective tools in guiding future growth.

Some other incentive-based strategies also may be considered. Examples include transfer of development rights programs (TDR) for land in scenic overlay districts, flexible lot and yard requirements in rural areas, minimum buffer standards for development adjacent to a heritage resource, or bonus densities for voluntary compliance with special design standards to protect identified heritage resources, their setting, and other important natural resources.

- Policies for Protecting or Enhancing Historic Buildings: The counties and municipalities have adopted policies for protecting and/or enhancing historic buildings. Havre de Grace, Port Deposit, and Harford County all have adopted regulations that apply to designated historic structures. Cecil County and Perryville have not undertaken specific implementation strategies at this time but are anticipated to consider new implementation techniques in the coming months. As contained in the discussion of each jurisdiction preceding this section, the general tendency for local governments to seek voluntary participation of individual property owners in the designation of historic sites, or to narrowly define or construe what are important historic properties, has impeded the creation of effective controls under the terms of a local historic district zone (Port Deposit being the one exception).

  The "Maryland State Income Tax Credit" available to contributing properties in a historic district or the LSHG may create incentives for more voluntary participation. The overall success of the LSHG, as it relates to economic and community revitalization, also could act as an incentive in of itself.

- Policies for Protecting Cultural Landscapes: Protecting the cultural landscape of the Lower Susquehanna Heritage Greenway is made easier due to the fact that large parcels

of land are in single ownership, such as Susquehanna State Park (DNR), PECO lands, the Bainbridge Naval Training Center, and Perry Point. In addition, the combination of the county Critical Areas Programs and sensitive area provisions provide effective controls against potential disruptive development activities along the shoreline of the Chesapeake Bay, portions of the Susquehanna River, and along the banks of tributary streams.

Current provisions could be strengthened by the adoption of scenic overlay zoning provisions for prominent bluff areas along the Susquehanna River. Existing steep slope and forest conservation provisions should prohibit wholesale disturbance of these areas but would not necessarily or completely protect the integrity of the vista or view shed. Protecting the cultural landscape also is related directly to growth management.

- Policies for Enhancing the Climate for Rehabilitation and/or Adaptive Reuse: The climate for rehabilitation and/or adaptive reuse is positive in the LSHG, particularly in the communities of Port Deposit, Perryville, and Havre de Grace. Within each of these communities, key public investments in infrastructure improvements have been made to help spur private investment in the downtown areas. All of these communities recently have completed downtown revitalization studies and currently are implementing many of the study recommendations.

  Port Deposit and the Maryland Department of Transportation (MDOT) recently have completed a series of streetscape improvements on Main Street. Currently, the town is proceeding with development of its river walk facilities. MDOT also is planning streetscape improvements along Aiken Avenue in Perryville, one of the recommendations in the Vision Plan for Perryville. Recent redevelopment activities along the waterfront, on what was formerly utilities property, has increased the value of the town's waterfront. Planning for development of the greenway in these areas was an integral part of the design process. Perryville's Broad Street revitalization projects (Phase I and II) included the completion of 785 square feet of sidewalk and curbing, installation of colonial street lamps, and the painting of the Amtrak railroad bridges. Future proposals include Phase III, 30 additional parking spaces adjacent to the MARC Train Station. The Phase IV project proposal includes 285 feet of sidewalk, curbing and lighting from the Post Office to the intersection of Aiken Avenue.

  Havre de Grace has completed a waterfront promenade and now is moving on street improvements to improve pedestrian use of the downtown as a signature sidewalk with bike routes). Projects such as the redevelopment of the Bainbridge Naval Training Center near Port Deposit in Cecil County and Harford County's major revitalization program for the U.S. Route 40 corridor have the potential to spur economic growth and increase the appeal of the area for new residents. Both of these projects are public sector economic development initiatives that will help bolster the local economy, one of the primary economic development objectives of the Management Plan.

- Most Promising Vehicles for Improving Stewardship of Heritage Resources: There are a number of promising developments in the LSHG that directly will affect stewardship of heritage resources. These include:

1. "Cecil County Historic Preservation Plan" - This plan will address strategies for improved stewardship through education, incentives, and regulatory mechanisms. This effort also will improve the climate for public/private partnerships between the county, non-profit organizations, and private land owners that may result in the formation of more effective county policies for historic preservation.

2. The Bainbridge Development Authority - The primary mission of this organization is the development of the former Bainbridge Naval Training Center. An added benefit of these efforts will be the development of needed infrastructure to support development, which will in turn make possible the adaptive reuse of the Tome School for Boys property with its many significant historic buildings.

3. The Bainbridge Annexation - As of December 3, 1999 the former Bainbridge Naval Training Center (1,115 acres) is part of the corporate limits of the Town of Port Deposit. The Town of Port Deposit is experienced in and appreciates the importance of protecting historic buildings and structures located within the community. As an established National Register Historic District, Port Deposit may be better positioned to quickly extend historic district protection to key areas of the Bainbridge site.

4. "Rural Legacy Program" - The Rural Legacy Program assists local jurisdictions in preserving important resources and open spaces. Recently, Harford County was awarded $1.7 million in Rural Legacy funds to purchase conservation easements the Lower Deer Creek area. Another application has been filed requesting an additional $4.9 million to pursue these important stewardship initiatives.

5. Program Open Space - Program Open Space (POS) was established by the Maryland General Assembly in 1969 (Annotated Code of Maryland, Natural Resources Articles 5-901-5-911) to assist the state and its local jurisdictions in acquiring land for outdoor recreation and open space. POS has been instrumental in assisting the LSHGI and the three local jurisdictions of Perryville, Havre de Grace, and Port Deposit. POS has supported and assisted the LSHG effort since its inception by supplying critical funding and technical support for the advancement of the heritage greenway concept. The continued efforts of POS in association with the LSHGI will help achieve the stewardship objectives for the LSHG.

6. Site Acquisitions - There are number of site acquisitions that will greatly advance stewardship of key heritage resources. Swan Harbor Farm, near Havre de Grace,

was acquired through a joint effort of Harford County and the Maryland Department of Natural Resources Program Open Space. A "Master Plan for Swan Harbor Farm" has been developed and is being implemented. It includes the design and construction of waterway access on the site. This will include a boardwalk, fishing pier, and a boat docking facility (no launching facilities are planned). Discussions also are underway with a local vineyard to replant the farm's original vineyard acreage, as part of an effort to restore the vineyards that were part of Swan Harbor's history. In addition, discussions among city and county planning staff and LSHGI staff have included the feasibility of extending the greenway to Swan Harbor Farm.

7. Site Acquisitions - In addition to Swan Harbor Farm, Garrett Island and Battery Island also will greatly advance heritage resource stewardship. Garrett Island recently was purchased in cooperation and coordination with the Cecil County Land Trust to preserve and protect the island's habitat, natural resources, and Native American heritage. Battery Island will be preserved and protected as an environmental education area. Presently, it is owned by the United States Coast Guard.

SECTION VIII - LINKAGES

Context

Two categories of linkages exist in the Lower Susquehanna Heritage Greenway (LSHG): non-physical and physical linkages. Non-physical linkages are the relationships between organizations or groups engaged in heritage preservation, tourism, and interpretation activities. Some examples include local historic societies or heritage tourism related businesses. Non-physical linkages also include activities such as interpretive programs and events that link the LSHG to the public. Physical linkages are the routes that connect the physical components of the LSHG. These linkages also move visitors in, through, and out of the LSHG. Major highways, local road systems, railroads, waterways and the greenway trail all are physical linkages.

Non-Physical Linkages

During the LSHG "Public Workshops," citizens of the Lower Susquehanna Region expressed a strong desire to see heritage resources protected and preserved. The goal of the "Maryland's Heritage Areas Program" is to provide enhanced resource protection. Heritage areas are intended to combine resource preservation with heritage tourism and business development. As an example, if a regional economy is based on heritage tourism where visitors come to see heritage resources, then the appeal for resource preservation and protection will be heightened at the local level. In this capacity, heritage resource preservation and heritage tourism are compatible objectives that support one another. Connections between the Lower Susquehanna Heritage Greenway Inc. (LSHGI, the management entity responsible for the heritage area) and organizations and groups sharing common resource preservation objectives creates mutually beneficial relationships. In addition, another major component of non-physical linkages within the LSHG are cooperative efforts that advance the interpretive framework. Special events and local museums are key connections for interpretation advancement.

Heritage Preservation and Conservation: Many organizations and groups currently are involved in resource preservation initiatives within the LSHG. As non-physical linkages, a connection to each organization involved in heritage preservation is important for the Heritage Area's success. Connections with historic preservation organizations and groups are valuable relationships that further common goals, including historic interpretation, resource preservation, and heritage tourism (see Appendix G). Some key organizations involved in resource protection within the LSHG include:

- Harford Land Trust;
- Cecil Historical Trust;
- Cecil Land Trust;
- Preservation Maryland;
- Historical Society of Harford County, Inc.;

- Cecil County Historical Society;
- Friends of the Concord Point Lighthouse;
- Department of Natural Resources Program Open Space (POS)
- Havre de Grace Heritage Corridor Management Council;
- East Coast Greenway Alliance;
- Chesapeake Conservancy;
- Deer Creek Watershed Association;
- Harford County Rural Legacy Committee;
- Port Deposit Greenway Committee;
- Mason-Dixon Trail System Inc.;
- Port Deposit Heritage Corporation;
- Harford County Archeological Society;
- Port Deposit Revitalization Organization;
- Steppingstone Museum Association;
- Susquehanna River Basin Commission;
- Susquehanna State Park;
- National Park Service;
- Maryland Historical Trust; and
- Maryland Heritage Areas Authority.

Heritage Tourism: Heritage preservation and tourism are compatible objectives within the LSHG. The success of local heritage tourism initiatives depends on effective relationships with businesses and agencies involved in the promotion of tourism related products and industries. Service industries, such as hotels, bed and breakfasts, or restaurants, are important linkages, which support heritage tourism driven economies. As an example, shopping outlets, nature outfitters, antique stores, and local arts and craft stores all provide necessary recreational services for tourists. They also generate economic revenue for municipalities, counties, and the state, increasing heritage tourism appeal (see Appendix C).

Heritage tourism connections are essential. As important relationships in the LSHG, the Chambers of Commerce of Harford and Cecil Counties represent business interests, who may have a claim in the heritage tourism market. Tourism promotional agencies within the LSHG can supply valuable assistance for marketing, such as brochures, publicity, and tour information. Some important heritage tourism businesses and organizations in the LSHG include:

- Discover Harford County;
- Cecil County Tourism;
- Prime Outlets at Perryville;
- The antique stores of Havre de Grace;
- Stark Moon Kayak Tours (nature outfitters);
- Harford County Chamber of Commerce;
- Cecil County Chamber of Commerce;

- Perryville Chamber of Commerce; and
- Havre de Grace Chamber of Commerce.

Interpretive Connections: Special events are important linkages for the LSHG's history and culture. These links supply connections to the outside world or connections to the potential heritage tourist. Local arts and crafts shows, antique shows, regional events, heritage festivals, and other displays add appeal to the LSHG and act as regional heritage tourism attractions (see Appendix C).

Whether year round or seasonal, museums serve as regional heritage centers or attractions. Museums promote and display LSHG interpretive programs. As an example, Havre de Grace's Maritime Museum will display the city's unique connection to the history and culture of the Chesapeake Bay and the Susquehanna River. Museums can also assist heritage tourism programs, acting as marketing and promotional tools.

Currently, the LSHGI has partnered with many local museums and other interpretive facilities for the creation and advancement of a regional identity, key marketing aspects, museum interpretive projects, and technical/financial assistance operations to further interpretive programs (see Appendix B). Some of these museums are in the beginning stages of their interpretive programs and a unique opportunity exists to create a unified LSHG that is vibrant and appealing. Some important local museums and interpretive facilities include:

- Paw-Paw Museum;
- Perryville Train Museum;
- Rodgers Tavern;
- Concord Point Lighthouse;
- Havre de Grace Decoy Museum;
- Havre de Grace Maritime Museum;
- Steppingstone Museum;
- Susquehanna Museum of Havre de Grace and Lock House, Susquehanna and Tidewater Canal, Susquehanna and Tidewater Canal-South Lock #10; and
- Conowingo Dam.

Potential Museum and Interpretive Facility Linkages: An alliance of museums and interpretive facilities located within the LSHG would provide a number of advantages to assist the region's heritage tourism efforts. Alliance members could combine resources for cooperative projects and programs, including destination marketing and advertising, travel displays for tourism shows, volunteer networking and education, membership drives, and special exhibits and events. An LSHG alliance also could form partnerships with similar alliances in the mid-Atlantic area, which would provide an even greater number of networking and resource-sharing opportunities for the LSHG.

An immediate opportunity for museum and interpretive facility linkages exists in the formation of a regional alliance. This regional alliance includes interpretive facilities within the LSHG and similar institutions located in the surrounding vicinity, particularly those that draw visitors from the same regional, tourist, and target markets sought by the LSHGI. Potential candidates include:

- The Chesapeake and Delaware (C&D) Canal;
- Fair Hill Nature and Environment Center;
- Ladew Topiary Gardens;
- Pooles Island Lighthouse;
- Turkey Point Lighthouse;
- Harford Glen;
- The Upper Bay Museum in North East;
- Anita Leight Estuary Center; and
- The U.S. Army Ordnance Museum in Aberdeen.

Physical Linkages

Whether natural or man-made, physical linkages such as highways, airports, waterways, and railroads serve to transport visitors into the LSHG (see Appendix D and E). Currently, the LSHG has an excellent system of physical linkages, which offer an advantage for the future heritage tourism market.

Major Arterial Highways: The LSHG includes a highway and road system that provides excellent access throughout the region. Major highways include US I-95 and US Route 40, both of which traverse the area in an east to west direction. Highways and road systems also adjoin major airport facilities located less than two hours drive time away, including the Philadelphia, Baltimore-Washington International (BWI), Reagan National, and Dulles International Airports.

US I-95 is state-owned and maintained with a limited access toll-way consisting of three lanes northbound and three lanes southbound. Interchanges in the LSHG are located at MD Route 276 in Cecil County and MD Route 155 in Harford County. US I-95 is a national highway connector for cities, including New York, Philadelphia, and Baltimore. US I-95 links the LSHG to some of the most heavily populated cities on the Mid-Atlantic seaboard.

US Route 40 (or Pulaski Highway) is state-owned and maintained with a principal arterial highway consisting of two through lanes in each direction. US Route 40 carries a mixture of traffic from the Baltimore and Wilmington/New Castle regions. Designated as a federally numbered highway, its chief function is to carry through trips. However, a significant number of trips are distributed to both major and minor collectors.

The third major route through the LSHG is US Route 1, which runs north to south. It is a two lane facility that connects from Pennsylvania to the north, across the Conowingo Dam, and into the northern region of Harford County. Whereas US I-95 is a major link to regional markets, US Route 1 would be considered a link to more local markets, such as Lancaster and York Counties in Pennsylvania.

LSHG Road Systems: Important local routes that feed traffic from major highways and into the LSHG include MD Route 155 in Harford County and MD Route 7, 275, 276, and 222 in Cecil County (see Appendix D). In addition, at the heart of the LSHG is a network of local urban streets and rural roads linking resources. A number of these routes have scenic viewshed qualities (see Appendix D). Lending to the overall visitor experience, these scenic roads also may serve as pedestrian and bike routes within the overall greenway concept.

Airports: Airports are an important physical link for the national and international tourist markets. The LSHG is located within easy driving distance of major destination airports, including Philadelphia, Baltimore-Washington International (BWI), Reagan National, and Dulles Airports. Philadelphia Airport and BWI offer passenger and freight service. Both airports are located within 60 miles of the LSHG. BWI also is accessible via the MARC rail service, which stops in Perryville. Local airport facilities include the seaplane field at Havre de Grace, Phillips Air Field, and the Harford County Air Park.

Waterways: Access to the LSHG from the water is an extremely important physical link. The LSHG can be reached via boat from the Chesapeake Bay and the Susquehanna River. However, large craft only can proceed as far north as Port Deposit on the Susquehanna River. Docking facilities are located in Perryville, Port Deposit, and Havre de Grace. A large majority of visitors to the Lower Susquehanna Region access the area by boat or come to the area for boating recreation (see Appendix C).

Rail Service: Both Conrail and AMTRAK rail systems pass east to west through the LSHG. Amtrak and MARC passenger rail-lines are available. The MARC rail services are located in Perryville and the AMTRAK rail services are located in Aberdeen. The MARC rail-line connection in Perryville is a key LSHG link for attracting bicycling visitors (a "niche market") and day trippers (see Appendix C). As ridership on the MARC line increases, additional service stops should be added.

The Greenway Trail

As a physical linkage, one major goal of the LSHG is to connect the various local economies of the region in support of heritage tourism. This connection can be achieved through the completion of the greenway trail system, which serves as a unifying element. Through the greenway trail local economies, heritage resources, and public facilities all are connected by a common natural linkage.

Pedestrian and Bike Trails: As a major tourism attraction to the LSHG, the greenway trail system (See Map VIII-1) includes both road-based and off-road segments. Trail design ranges from rustic nature trails to more formal urban trails located within the incorporated municipalities.

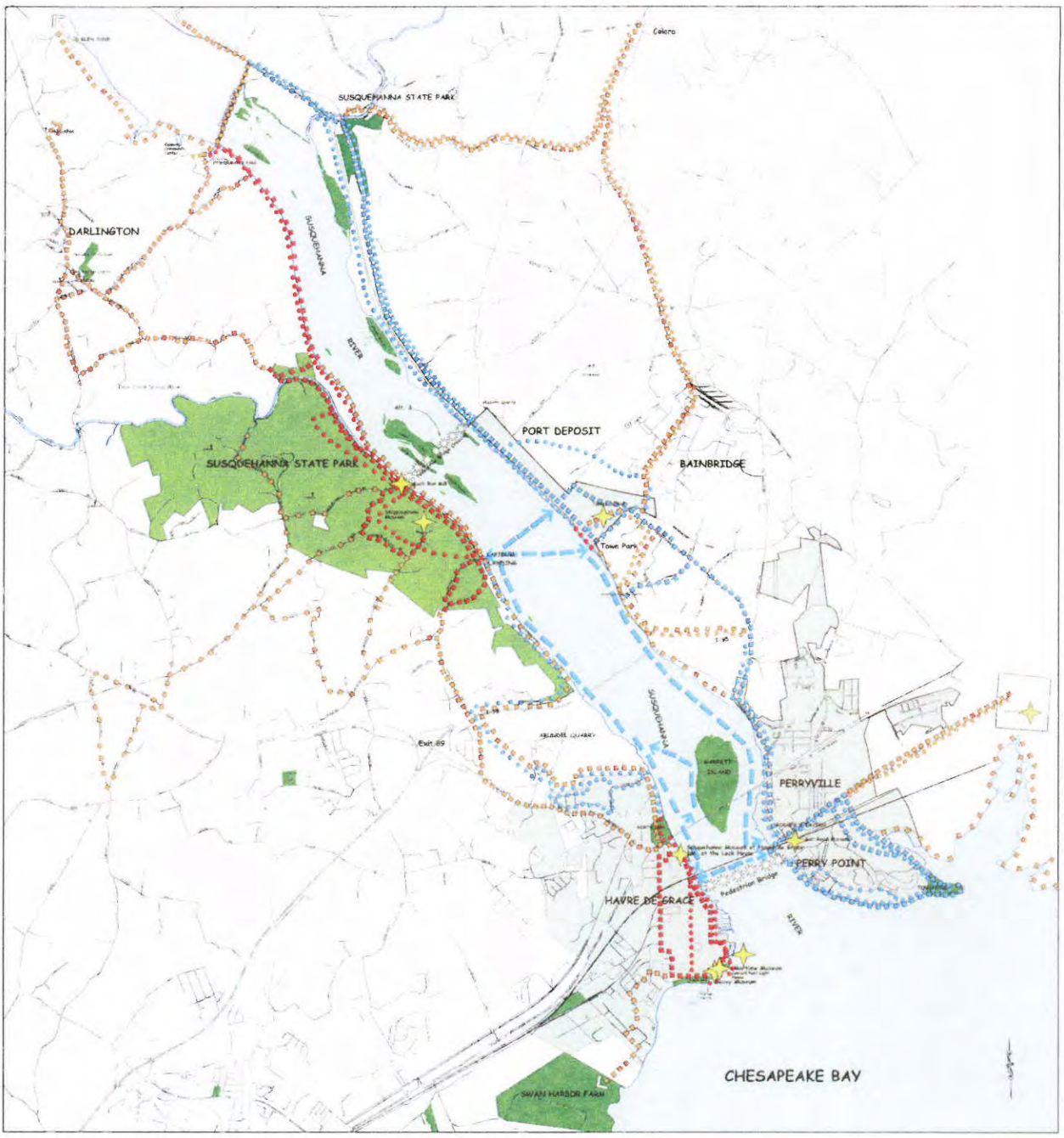
Once completed, the greenway trail system will offer large loop trails, which are the most attractive type of trails to the bicycling community. Bicyclists will be able to access multiple trail loops within one day in the LSHG. Parking for trail users will be available along the loops, in all three municipalities, and at Conowingo Dam and Susquehanna State Park.

River Crossings: A key issue for the greenway trail system is a connection across the Susquehanna River. Ideally, the crossing system would include two pedestrian bridges, one from Havre de Grace to Perryville and one from Port Deposit to Susquehanna State Park, thereby closing the loop trail system. MDOT and Harford County are coordinating the development of a request for proposals to evaluate the feasibility of alternative crossings.

At present, many options are being considered, including pedestrian underpasses on or under existing highway bridges. Under long-term consideration is the creation of a possible pedestrian/cycling bridge. This river crossing would use existing bridge supports located near the downtown cores of Havre de Grace and Perryville. Described as a "signature attraction", the bridge would allow free and easy access from one side of the river to the other, giving visitors and residents an opportunity to gain greater access to the Chesapeake Bay, the Susquehanna River, and the downtown business cores of both Havre de Grace and Perryville.

A second alternative exists for a bridge connection from Port Deposit to Susquehanna State Park's Lapidum Landing. However, initially, the LSHG will utilize a water shuttle transportation system (see Part III: Section II: Action Plan) developed as a public/private partnership project. The water shuttle would transport visitors to the various river-front communities within the LSHG.

Another consideration is a river crossing on US Route 1 over the Conowingo Dam. This option likely will involve an on demand or as needed "Transportation Service." The crossing on US Route 1 over the Conowingo Dam will involve a van and/or truck and trailer, which can be accessed from either side of the Susquehanna River. On the Harford County side, hikers and bikers will be picked up or deposited at the Conowingo Visitor Center. A safe destination spot for the Cecil County side will need to be determined or designated. Determinations of who will operate and maintain the "Transportation Service" can be established at a later date.



Map VIII-1
LOWER SUSQUEHANNA HERITAGE GREENWAY TRAIL SYSTEMS

Legend:

Pedestrian Routes:

- Existing
- Planned (1-3 yrs)
- Under Consideration

Bike Routes:

- Existing
- Planned (1 -3 yrs)
- Under Consideration

Pedestrian Bridge

Water Shuttle (Planned 1 - 3 yrs)

Interpretative Resource

Consultants

REDMAN JOHNSTON ASSOCIATES, LTD
Land Planning Consultants
Easton, Maryland

ICON ARCHITECTS
Boston, Massachusetts

KIRSTEN COFFEN
LANDSCAPE ARCHITECT
Baltimore, Maryland

Scenic Roads: The network of rural roads within the LSHG provides a means of linking visitors to various heritage resources. These roads traverse a variety of rural agricultural and wooded scenic landscapes, offering dramatic viewsheds. In some instances, the roadways may become part of the official designated greenway trail system. Scenic rural routes contribute to a positive visitor experience. Scenic viewsheds, both coastal and inland, define the LSHG's natural setting, providing the first impressions of the LSHG for visitors (see Appendix D).

Wayfinding System: An important heritage tourism infrastructure element for the LSHG will be the implementation of a coordinated system for LSHG signs (which will be coordinated with state and local highway departments). Signs act as wayfinding tools whereas a wayfinding system of signs will direct visitors to various destinations throughout the LSHG. One critical component of the wayfinding system will be a sign presence for the LSHG at local exit areas on US I-95.

Services for Physical Linkages

Physical linkages such as highways, airports, waterways, and railroads serve to transport visitors into the LSHG. Physical linkages, such as the greenway trail system, transport visitors through the LSHG. Public infrastructure facilities, such as parking for automobiles, restrooms, boat slips/launches for boaters, and bus transit services for rail and airport travelers all are important for visitors utilizing these physical linkages into and around the LSHG.

LSHG Parking: Under current demand levels, parking availability in the region is good. However, as demand increases, additional parking will be needed. At present, Port Deposit has limited public parking and opportunities will need to be created for additional public parking, such as possible development of parking facilities at the Hopkins property. Perryville provides some public parking behind the Town Hall. However, current parking demand at the MARC rail-line station is overflowing into the Town Hall parking lot. This indicates a need to increase parking for rail-line commuters. Additional parking is available near Rodgers Tavern. Public parking in the City of Havre de Grace is provided by on-street parking and private lots associated with business and service facilities. There is a city parking lot located downtown along the waterfront. It can be accessed from two city streets and the existing capacity is 65 cars. Several of the concept plans (see Appendix H) include the development of additional parking for heritage tourists.

As demand increases, parking will be limited at key interpretive facilities and greenway trail-head locations as well. In order to foster stronger connectivity, additional parking within the LSHG will be required. At present, parking is ample within Susquehanna State Park and the Conowingo area, which will serve as main departure points for hikers and bikers.

Public Boat Launches and Boating Slips: Adequate public docking and boat launching facilities are major features that attract visiting boaters to waterfront destinations. Based on phone interviews with owners and operators of overnight accommodations in the LSHG, the analysis concluded that the majority of May through October clientele (particularly on weekends) were boaters who stay generally one or two days in duration (see Appendix C). Most of the boat slips within the LSHG are located at private marinas and rented on an annual basis. Interviews with private and public marina facilities' managers and owners indicated that the current number of public docking facilities available for day or weekend visiting boaters is inadequate within the LSHG, particularly during July and August which is the peak of the boating season. There is a need to develop public docking facilities in both Harford and Cecil Counties.

Bus Services: Bus services, such as shuttle buses or tour buses, are important for moving visitors who cannot rely on individual modes of transportation within the LSHG. Those utilizing bus transit systems include tour groups, senior citizens, handicapped visitors, and school groups. At present, public transportation services include Harford County's public bus service, Harford County Transportation Services (HCTS), which operates a Havre de Grace-Aberdeen-Bel Air bus route traveling within the LSHG area, and the Cecil County Department of Aging's shuttle bus service for senior citizens, which operates on an as needed/requested basis. There are a few private bus companies operating within the LSHG that offer guided motorcoach tours of the area as well. There clearly is a need for increased bus services within the LSHG to facilitate the movement of visitors needing public transportation around the region.

Scenic Viewshed Guidelines

Resource protection efforts currently provide protection through regulation for virtually all features of a sensitive environmental nature (such as wetlands, floodplains, stream valleys, and steep slopes, to name a few). Extending these efforts to the protection of scenic viewsheds can provide additional means of protecting important open spaces and heritage resources.

Most people appreciate natural and historical resources for their beauty and harmonious characteristics. Scenic viewsheds define resource characteristics based on textures and compatibility with the surrounding environment. As an example, a beautiful historic structure seems out of place when it is located between two shopping centers. Scenic viewsheds are an important component of the LSHG because they add beauty to the resources. Much of the public participation in the LSHG Public Workshops expressed a desire to see natural scenic beauty protected. The conservation of scenic viewsheds is recommended as a strategy to accomplish overall heritage resource protection goals and objectives.

The first step in protecting scenic viewsheds is to establish community consensus on what heritage resource scenery should be protected. These results then can be used to designate areas for protection. During the past few decades, landscape architects have pioneered a number of methods to assess the visual qualities of an area. Some of these methods rely primarily on the trained eye of expert landscape architects and planners but others place a heavy emphasis on community participation. Although, many methods include a large degree of subjectivity, some may be very useful in delineating scenic views for protective status within the LSHG. Visual qualities, important and contributing viewsheds, as well as unique natural features, all combine to form an evaluation system to determine the best scenic viewsheds. Designated scenic viewsheds will provide enjoyment for tourists and residents alike visiting the LSHG.

***Note: Appendix D, Table D-1 provides a system for scenic viewshed quality evaluation and rating based on certain characteristics or criteria as presented in *Saving America's Countryside: A Guide to Rural Conservation*. Table D-2 assesses some of the strengths of the scenic viewshed qualities in the LSHG.**

PART II

Policy Framework

SECTION IX: GOALS, OBJECTIVES, AND RECOMMENDED STRATEGIES

Context

The Lower Susquehanna Heritage Greenway Management Plan (the Management Plan) goes beyond the "bricks and mortar" improvements required to build a greenway trail. It encompasses a wide range of projects and programs to achieve the goals and objectives for the Lower Susquehanna Heritage Greenway (LSHG). The goals and objectives of the Management Plan are intended to serve as guideposts to provide long term direction for the Lower Susquehanna Heritage Greenway Inc. (LSHGI), the management entity responsible for the heritage area. Although the Management Plan is essentially a five-year program, the goals and objectives will remain a valid guidance even as management strategies evolve in response to changing circumstances. Under this premise, the role of LSHGI is to serve as a catalyst for aiding potential partners and facilitating actions by others through the distribution of funds.

Listed, described, and arranged below as parts under six main headings are the major goals, objectives, and recommended strategies for implementation of the Management Plan. They also are summarized in table format for ease of review. The six main headings for the major goals, objectives, and recommended strategies include:

1. Interpretation and Education;
2. Infrastructure, Linkages, and Facility Development;
3. Community and Economic Development;
4. Preservation and Resource Stewardship;
5. Marketing and Outreach; and
6. Partnerships.

PART I: INTERPRETATION AND EDUCATION

Interpretation and education include actions to maintain the integrity of the LSHG and strengthen the traditions and authenticity of its heritage components. Interpretation and education include projects, programs, and activities designed to increase the public's understanding and use of the LSHG and its resources. Related LSHGI activities will focus on working with existing organizations and entities involved in interpretation and education to develop programs and materials that reach across borders and provide regional benefits. In addition, interpretation and education will be offered at new and existing venues. The LSHGI will consider cooperative interpretive programs and events developed in partnership with existing interpretive and educational organizations and entities.

GOAL 1: Encourage a greater understanding of the LSHG's historical, cultural, natural, and recreational attributes through interpretation and education.

Objective 1: Develop a unifying interpretive experience for the LSHG.

Interpretive Strategy - As the LSHGI looks toward the next five years, there is a potential to develop the LSHG into a major heritage tourism destination. The interpretive strategy will ensure that visitors and residents are aware that they are traveling and living within a special place. Visitors and residents will be able to circulate and access the attractions as well as understand and appreciate the resources within the region. By working with existing interpretive and educational organizations and entities, integrated programs can be developed to provide regional benefits and enhance visitor experiences. Forming the appropriate interpretive partnerships is the first step in developing a cohesive regional strategy.

Objective 2: Develop the LSHG into a regional heritage attraction in which visitors and residents are able to circulate and access the attractions, as well as understand and appreciate the resources.

Regional Strategy - Rather than conceiving of the LSHG as a set of independent communities and two counties divided by political, social, and economic boundaries, this strategy envisions a region-wide interpretive experience. The region-wide experience will link the LSHG's thematic framework to its physical linkages and interpretive venues and programs.

Four major interpretive opportunities exist to support the development of a region-wide strategy. First, because the LSHG's history and culture were heavily influenced by the Susquehanna River and the Chesapeake Bay, there is an opportunity to create an interpretive experience that links the historical and chronological component to its spatial and geographic organization, thus creating a thematic structure which builds upon the highly visible resources of the LSHG landscape. What makes the LSHG intriguing is that it can be perceived and experienced in a variety of different ways, making circulation throughout the region exciting. Another major opportunity is that many core heritage resources within the LSHG are significant, well distributed throughout the area, and open to the public. This makes it possible to create interpretive nodes or centers where resources are concentrated and easily accessible. Finally, interpretive initiatives already exist to tell the LSHG history or "story." These initiatives provide the basis for a set of coordinated interpretive programs that will support the visitor's interpretive experience. The LSHGI's interpretative program builds upon these opportunities by proposing the following regional strategies:

- *Thematic Framework*: The interpretation will be "story" driven and use the overarching thematic framework of the "The Lower Susquehanna: a Gateway to the Bay" (or some variation) to organize and explain the LSHG's resources. Under this umbrella, three core themes have been developed to capture the story of the region by its three most important components. These core themes are: 1) The Greenway Landscape; 2) Waters in Motion; and 3) The Lower Susquehanna Community. The three themes are discussed in more detail in Objective 3.

- *Experiencing the LSHG*: The interpretive strategy will emphasize the primary transportation functions of the LSHG and the broad theme of "The Lower Susquehanna: a Gateway to the Bay," to convey the "story." The greenway trail will be the core of the experience or the spine linking resources and communities as an organizing tool. In this

case, the greenway acts as a physical component to link the various segments of the LSHG, increasing understanding and access for both residents and visitors. Other physical linkages or loops will complement the main trail and include a system of car, bike and pedestrian routes.

- *Interpretive Heritage Venues*: In-depth interpretation will be offered at interpretive heritage venues, forming a network of interpretive sites and facilities at several key locations along the greenway (see Figure IX-1). A set of discovery centers will provide visitor orientation and overview of the LSHG. These centers will act as a key points of contact where the core themes are explained and interactive experiences are available. These venues will offer various levels of interpretation depending on their location, access, and proximity to core resources. In order to assist visitors and residents to support and understand resources in the LSHG, interpretation will range from the presentation and overview of the "story" and the greenway to individual exhibits that focus on specific topics and themes.

- *Interpretive Programs*: A coordinated set of interpretive programs will be designed to use the themes, the "story," the greenway trail, and the heritage venues. The LSHGI will need to coordinate with interpretive and educational organizations and entities to develop and enhance initiatives that will shape the visitor's interpretive experience. This strategy will utilize a network of sites, facilities, activities, and events within the LSHG to generate interest.

Objective 3: Maintain the integrity of the LSHG and strengthen the traditions and authenticity of its heritage components through unified themes.

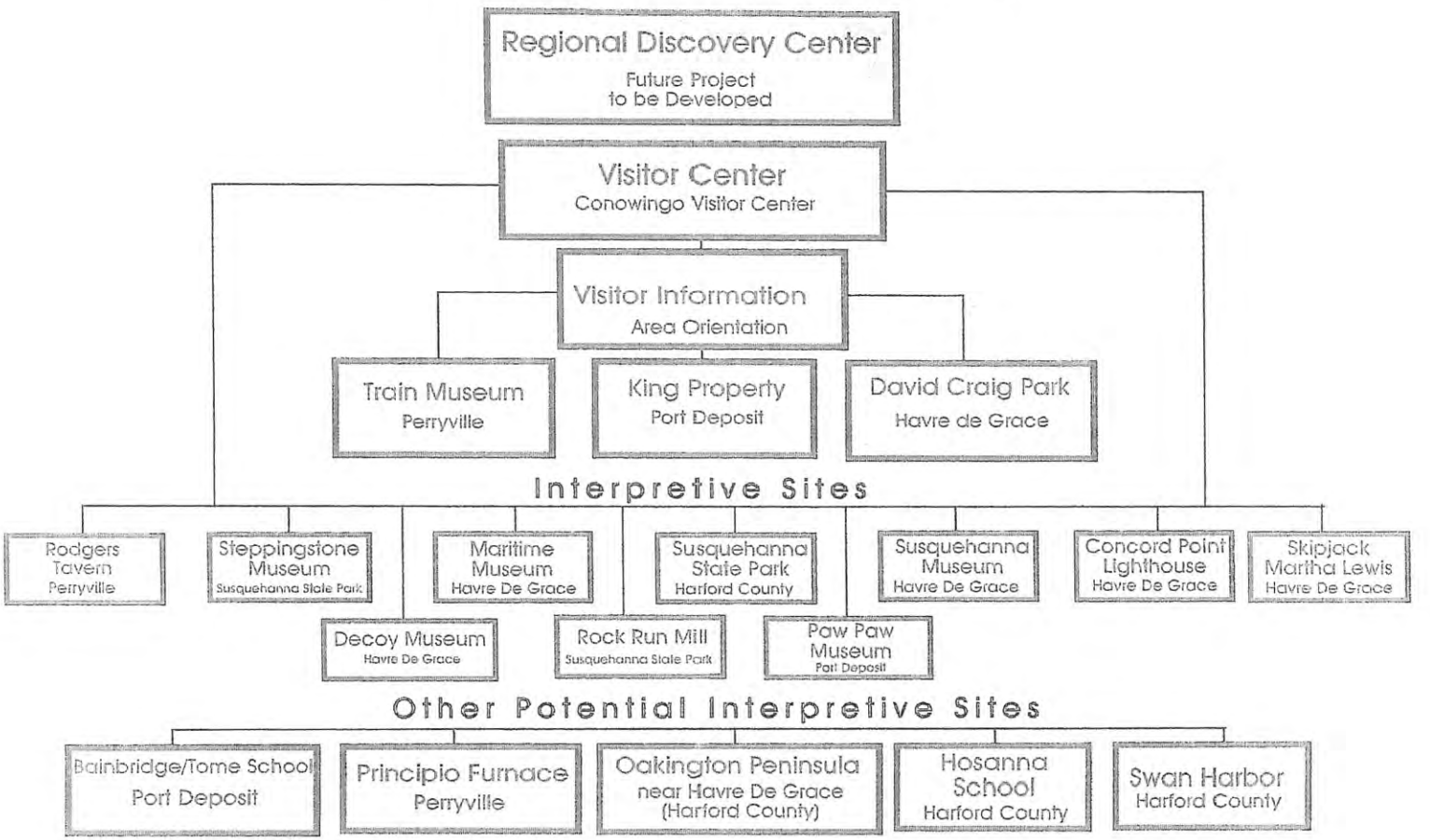
Thematic Framework - The thematic structure will act as a groundwork for interpreting the LSHG. It must be simpler than the "story" itself. It also must be easily explained to visitors, presenting a schematic, yet accurate image of the corridor's history. Harford and Cecil Counties have started already to market jointly under the titles "Top of the Bay" and "Gateway to the Bay." In a similar manner, it is proposed that a single-title-style theme be adopted for the LSHG. The proposed title could be "The Lower Susquehanna Heritage Greenway: Gateway to the Bay."

This singular title theme, which recognizes the significance of the Susquehanna River and the Chesapeake Bay as the major shaping forces within the region and Maryland, could be used as a marketing tool in the area's signage, brochure covers, merchandise, and grant applications for years to come. Under this umbrella, several core themes will articulate the LSHG "story:" The Greenway Landscape, Waters in Motion, and The Lower Susquehanna Community. Each theme conveys key aspects of the story, integrating themes and sub-themes of the LSHG's developmental history and previous studies. These core themes will provide a clear organization to allow residents and visitors to grasp the national significance of the LSHG.

Figure IX-1

Interpretive Structure

Lower Susquehanna Heritage Greenway



The three themes also will provide frameworks from which the LSHG "story" can be explained, illustrated, and interpreted. Each of these themes is briefly described below:

- *The Greenway Landscape*: This theme is comprised of land characteristics which influenced human actions and, in turn, were shaped by humans. It includes the area's topography and natural features and its resources, such as the forested wetlands, the granite cliffs, and significant views. Geography influenced agricultural patterns, selection of canals, rail and road alignments, industrial developments (such as extractive industries), and eventually, environmental conservation and the greenway shape. The patterns of these changes are left in the landscape and provide evidence of the LSHG "story."

- *Waters in Motion*: This theme illustrates the vital role water has played in the LSHG's "story," including the Susquehanna River and its falls and creeks, as well as the Chesapeake Bay and its tributaries. Water explains unique features such as the Susquehanna Flats and its ecology. The river leaves an indelible imprint on human settlement locations and was the engine for development within the region. Used as a territorial boundary among cultures, it also became the basis for a transportation system starting with Native Americans, who traversed the area, continuing with early settlers who implemented a ferry system to cross the river and developed freight transportation using crafts and boats built locally to descend the river. Later still, canals were developed along the river to transport goods and today, sailing for leisure is a dominant use. Water also provided sustenance to the successive inhabitants of the area, permitting industrial and recreational fishing. Finally, due to the unique geography of the area (the fall line), waterfalls were used as sources of power to build and run mills. In the 20th Century, the harnessing of water led to hydroelectric power with the construction of the Conowingo Dam.

- *The Lower Susquehanna Community*: This theme embraces the people and communities as well as their roles in shaping the identity of the LSHG. The communities of the LSHG were created by people who settled in the region, worked on its farms and in its industries, and who stayed in towns and villages with distinctive cultural traditions. Most of the built artifacts along the Lower Susquehanna River incorporate and reflect the communities' values, including architecture and farmland. The theme of "Community" incorporates the nature of human action on the land in shaping and renewing the Lower Susquehanna Region and extends through a long continuum from the earliest presence of Native Americans to later migrants and immigrants. It includes important personalities and families that helped to shape a nation like John Rodgers and Jacob Tome. It also illustrates community cultural traditions found in Quaker settlements, Free Black communities, and waterfowl hunting folkways.

GOAL 2: Enable visitors to have greater access to and understanding of the LSHG's heritage.

Objective 1: Increase the public's understanding and use of the LSHG and its heritage resources.

Experiencing the Heritage Area - The interpretive/regional strategy will be coupled closely with an approach to the enhancement of visitor experience. The Management Plan recommends that the visitor experience be centered on a loop system along the greenway trail, which uses a variety of transportation modes:

- Use the greenway trail as the organizing spine to interpret the LSHG's "story."
- Develop a series of interpretive loops that use a variety of transportation modes, including the greenway trail, railroad routes, the river and bay, bike/hike trail segments, scenic routes and byways, and water transport where possible.
- Define different interpretive focuses for each section of the greenway and its loops. Users could experience a short loop segment, several loops, or the entire greenway. This approach puts special emphasis on the modes of transportation, the points of entry to each section, the themes, and the linkages between venues.

Objective 2: Increase and improve the visitor attractions offered in the LSHG by enhancing the existing interpretive venues and developing new facilities to tell the region's "story."

Key Interpretive Venues - The interpretive plan will focus on prioritizing the LSHG's stories. It will support a place-based interpretive strategy to tell a set of related stories along the greenway. The plan recognizes that several interpretive heritage facilities exist on both sides of the Susquehanna River. Such heritage venues are sites which include important resources associated with the LSHG and its legacy:

- Designate and develop a Lower Susquehanna Discovery Visitor Center. The strongest options for a discovery center location are in Havre de Grace, Perryville, Port Deposit, and Susquehanna State Park. All of these sites maintain well recognized resources in their communities, which are highly visible and easily accessible.
- Recognize and designate a network of related heritage venues and tourist information centers. These will include the existing network of interpretive facilities, museums, and potential tourist information centers as well as new ones.
- Coordinate interpretation between new and existing heritage venues within the LSHG to enhance visitor experience. Assuming that the LSHGI develops a Discovery Center(s), the Plan will address the use of these facilities and should coordinate activities and initiatives with other interpretive heritage venues within the LSHG.

- Assist in developing interpretive exhibits for new and existing heritage venues that will portray the "story" of the LSHG as a single region with a single identity.

Objective 3: Incorporate LSHGI interpretive programs and materials into the existing interpretive and educational programs of compatible organizations and entities.

Related Interpretive Programs - In helping visitors to understand and access the region, the LSHGI's interpretive programs could assist partner entities (including museums, visitor facilities, non-profit entities, institutions, businesses, and school districts) to develop integrated programs. These may include the creation of educational programs, multi-media materials, research, and regular/periodic events that bring attention and visitors to the LSHG. LSHGI activities will include, but would not necessarily be limited to:

- Seeking out partnerships with universities and other private partners to support interpretive and educational programs financially and otherwise.

- Developing programs in conjunction with existing interpretive and educational groups, institutions, and non-profit organizations.

- Using new technologies and the Internet to provide creative materials and acquire distribution channels for interpretive and educational programs. The contents of such programs could then be widely available throughout the two counties and beyond.

- Providing assistance to research entities or schools to create and distribute primary and secondary school education modules, including field trips and recreational activities.

- Providing assistance and/or sponsorship for conferences or colloquia to review educational and historical/cultural research opportunities within the LSHG.

- Working with transportation agencies to make it easier for everyone to access all parts of the LSHG.

- Providing incentives for higher education research, directed study, and internship opportunities within the LSHG.

Summary of Goals, Objectives, and Strategies for Interpretation and Education		
GOALS	OBJECTIVES	RECOMMENDED STRATEGIES
Goal: Encourage a greater understanding of the LSHG's historical, cultural, natural, and recreation attributes through interpretation and education.	Objective: Develop a unifying interpretive experience for the LSHG.	Strategy: Work with existing interpretive and educational organizations and entities to develop integrated programs that provide regional benefits to enhance visitor experience.
	Objective: Develop the LSHG into a regional heritage attraction.	Strategy: Develop a regional interpretive strategy that links the LSHG to a thematic framework, its physical linkages, and interpretive venues and programs.
	Objective: Maintain the integrity of the LSHG and strengthen the traditions and authenticity of its heritage components through unified themes.	Strategy: Assist in the development of an integrated LSHG history or "story" by marketing the LSHG under joint themes.
Goal: Enable visitors to have greater access to and understanding of the LSHG's heritage.	Objective: Increase the public's understanding and use of the LSHG and its heritage resources.	Strategy: Utilize the greenway to organize the LSHG, develop a series of interpretive loops, and define different interpretive focuses for each section.
	Objective: Increase and improve the visitor attractions offered in the LSHG.	Strategy: Designate and assist in the development of interpretive exhibits and a network of tourist service and information centers for the LSHG.
	Objective: Incorporate LSHG interpretive programs/materials into the existing interpretive and educational programs of compatible organizations and entities.	Strategy: Integrate LSHGI programs with the programs of compatible organizations and entities, assist interpretive and educational partners in the development and furthering of such programs, and assist in the research of new technologies that may benefit the LSHG.

PART II: INFRASTRUCTURE, LINKAGES, AND FACILITY DEVELOPMENT

Infrastructure, linkages, and facility development incorporates the physical support system for the visitor experience. LSHGI infrastructure strategies include efforts that will involve direct improvements to preserve and rehabilitate historic resources and associated key settings. LSHGI strategies will improve linkages between heritage resources by completing the "core" greenway and developing a network of related tour loops. LSHGI strategies also will include facility development for historical interpretation, visitor and community recreation, and enjoyment of the natural environment.

GOAL 1: Link small communities, as well as recreational and rural areas through scenic byways, water access routes, trails, and pathways.

Objective 1: Complete construction of the "core" greenway trail, including connections across the river.

"Core" Heritage Infrastructure - The "core" greenway trail system is the spine of the LSHG. It acts as a guide to link each component of infrastructure within the region. Completion of the

"core" greenway will link major historical, cultural, natural, and recreational venues allowing for an enhanced visitor experience. Recommended strategies for the LSHGI include:

- Supporting and funding the "core" greenway trail completion
- Supporting the design and development of key pedestrian connections and linkages between Harford and Cecil Counties, such as a pedestrian bridge across the Susquehanna River.
- Identifying, designating, and providing signage at trailheads along the greenway and other loops to connect foot, bike, and horse trails, roads, commuter rails, and water access.

GOAL 2: Foster linkages among and between heritage attractions that encourage visitors to explore, linger, and sample the diverse offerings of the LSHG.

Objective 1: Utilize tour loops and the greenway trail to organize and link the new and existing interpretive/recreational venues for a cohesive visitor experience.

Infrastructure, Linkages, and Facility Development - Because of the sheer magnitude of proposed linkage and facility improvements, the LSHGI's involvement in many of the larger projects would be as a catalyst for encouraging investment. LSHGI activities include:

- Providing assistance and funding to develop and manage the Lower Susquehanna Discovery Center (or other visitor centers) and define appropriate interpretative exhibits and materials that support a unified LSHG.
- Selecting the loop system and assist with improvements to its system of scenic routes.
- Assisting in the improvement and development of additional water access and landing routes for water transportation, including increasing slip capacity for transient boaters.
- Providing support and funding for improvements at existing interpretive/visitor facilities.
- Developing, designing, and implementing coordinated signage and informational packages using the LSHG logo, potentially including differentiated signage for each loop to reinforce its identity, as well as other related products.
- Develop interpretive wayside exhibits along the "core" greenway and its loops. Interpretive wayside exhibits also will be developed for historical and natural settings to highlight the history and significance of resources along the trail for self-guided tours.

Summary of Goals, Objectives, and Strategies for Infrastructure, Linkages, and Facility Development		
GOALS	OBJECTIVES	RECOMMENDED STRATEGIES
Goal: Link small communities, as well as recreational and rural areas through scenic byways, water access routes, and pathways.	Objective: Complete the construction of the "core" greenway trail system, including river crossings.	Strategy: Support and fund the completion of the "core" greenway trail system.
		Strategy: Support the design and development of key pedestrian connections and other linkages between the Harford and Cecil Counties, such as the "Pedestrian Bridge" across the Susquehanna River.
		Strategy: Identify, designate, and provide signage at trailheads along the greenway and other loops to connect access routes.
Goal: Foster linkages among and between heritage attractions that encourage visitors to explore, linger, and sample the diverse offerings of the LSHG.	Objective: Utilize tour loops, scenic routes, and the greenway to organize and link existing and new interpretive/recreational venues for a cohesive visitor experience.	Strategy: Provide assistance and funding to develop and manage a network of tourist service and information centers as well as existing interpretive and visitor facilities.
		Strategy: Develop interpretive wayside exhibits for self-guided tours along the greenway, its outer loops, and sites and settings with historical/natural significance.
		Strategy: Develop, design, and implement coordinated signage and informational packages using the LSHG logo.
		Strategy: Assist in the improvement of enhanced water access and slip capacity

PART III: COMMUNITY AND ECONOMIC DEVELOPMENT

Heritage programs and activities will promote and assist community and economic development through marketing initiatives, creation and promotion of development opportunities, assistance in securing development financing, and promotion of locally-based businesses.

GOAL 1: Increase the economic activity associated with tourism, creating opportunities for small business development, job growth, and a stronger tax base.

Objective 1: Support community growth and capital-based expansion by assisting efforts for community revitalization and the reuse of historic structures and sites.

Community and Economic Development - Community and economic development includes activities designed to support and stimulate community growth and capital-base expansion. LSHGI strategies include actions for assisting individuals, organizations, and communities, who will benefit from heritage tourism, such as bed and breakfasts, restaurants, and other service industries. LSHGI activities include:

- Providing financial and technical assistance for related revitalization efforts that reinforce historic venues and settings for heritage tourism, such as business retention efforts and

assistance in new business creation that takes advantage of the LSHG designation and historic rehabilitation.

- Providing periodic assistance for demonstration projects which offer exemplary practices in coordinating development, reuse, and/or preservation with other revitalization programs. This might include development of coordinated "Main Street" programs for the LSHG's core resource communities or providing technical, marketing, and financial assistance to localities and businesses.

GOAL 2: Enhance economic development and tourism while expanding recreational opportunities in the LSHG consistent with its heritage resources.

Objective 1: Improve visitor support services in the LSHG.

Visitor Support Services - Economic development activities will increase information about the entire LSHG both in terms of visitor sites, development opportunities, and support for heritage venues and the greenway trail. These elements are essential for the success of the LSHG. LSHGI activities that improve visitor support services include:

- Supporting development of informational materials along the LSHG, such as maps, guides, and related services. Improvements potentially include assistance in packaging tours of the LSHG that incorporate multiple services and might be targeted to different market segments including business travelers, leisure travelers, and residents.

- Using new technologies, such as the Internet, to create the potential for revenue sources to support corridor-wide information and products.

GOAL #3: Balance the impact of tourism activity with the quality of life enjoyed by residents.

Objective #1: Target assistance in compatible areas with compatible uses for the best return on investment.

Compatible Uses - Economic development should target areas and uses that will be compatible with the LSHG. Targeting compatible uses also will assist in balancing the impacts of increased tourism on the local quality of life and provide the best return on investment. The LSHGI can play an important role in the development of such programs by:

- Encouraging centrally managed entrepreneurial activities, such as logo licensing, fee-based activities, and/or development packaging.

- Assisting local businesses that are involved in historical rehabilitation or restoration, such as antique stores or bed and breakfasts.

- Maximizing targeted assistance for tourism on the "core" greenway trail and downtown areas of Havre de Grace, Perryville, and Port Deposit while minimizing tourism development in outlying residential areas.

Summary of Goals, Objectives, and Strategies for Community and Economic Development		
GOALS	OBJECTIVES	RECOMMENDED STRATEGIES
Goal: Increase the economic activity associated with tourism, creating opportunities for small business development, job growth, and a stronger tax base.	Objective: Support community growth and capital-based expansion by assisting efforts for community revitalization and the reuse of historic structures and sites.	Strategy: Provide assistance for revitalization efforts that promote and reinforce heritage tourism.
		Strategy: Provide periodic assistance for projects that offer examples of adaptive reuse of historic structures, downtown revitalization, and preservation related activities.
Goal: Enhance economic development and tourism while expanding recreational opportunities in the LSHG consistent with its heritage resources.	Objective: Improve visitor support services in the LSHG.	Strategy: Support and assist the development of informational and promotional materials for the LSHG.
		Strategy: Assist in the utilization of new technologies to support informational and promotional materials.
Goal: Balance the impact of tourism activity with the quality of life enjoyed by residents.	Objective: Target assistance in compatible areas with compatible uses for the best return on investment.	Strategy: Encourage centrally managed business activities as revenue generators
		Strategy: Provide assistance for local businesses involved in the restoration and/or rehabilitation of historic structures and sites.
		Strategy: Maximize investments by targeting assistance for initiatives that are compatible with the goals and objectives for the LSHG.

PART IV: PRESERVATION AND RESOURCE STEWARDSHIP

Preservation and resource stewardship pertains to the protection, preservation, enhancement, and management of the natural, cultural, and historic resource characteristics of the LSHG for future generations. In general, these are the responsibility of the localities, public entities, and private interests that control and manage buildings and land use. The LSHGI will encourage public and private organizations within the LSHG to recognize the value of historic resources, as well as the greenway's natural settings and its recreational resources. The LSHGI will advocate enactment by responsible local government of measures for effective resource protection. In general, actions and strategies under this program will be aimed at enhancing the climate for preservation and rehabilitation of historic buildings and conservation of natural and cultural resources.

GOAL 1: Encourage the preservation and conservation of heritage resources and natural features to protect the LSHG's vital ecological functions and many abundant resources.

Objective 1: Assist the counties, towns, and private interests in their efforts to protect, preserve, enhance, and manage the heritage resources of the LSHG for future generations.

Managing the LSHG - In order to assist in the effective management of the LSHG, grants and other loan funding will need to be provided to localities enacting preservation ordinances and/or guidelines within the LSHG in a pro-active and systematic manner. The LSHGI will require a competent staff of professionals to direct and receive grant funding. Staffing also will be required to initiate and direct programs for fund raising, heritage resource management, and priority assistance. Essentially, the LSHGI will receive grant/loan funds to pay staff and provide technical assistance to municipalities in the LSHG. Local communities are expected to endorse the Management Plan. They then will be eligible for assistance targeted to private residences and businesses, as well as toward key civic spaces, structures, and sites.

Objective 2: Advocate enactment of appropriate resource protection legislation by responsible local government entities.

Stewardship Strategies - As an important resource stewardship strategy, the LSHGI should promote the advancement of legislation by local governments that provides appropriate support for heritage resource protection. Legislation may include LSHGI staff assistance during project review at sites and locations critical to the success of the LSHG. For example, the LSHGI can assist in the preparation of sample historic preservation ordinances for municipalities.

Objective 3: Assist local governments in the development of resource management programs to ensure the long term protection of heritage resources.

Stewardship Strategies - Another important resource stewardship strategy is the development and implementation of incentive programs to assist and enhance the climate for heritage resource preservation and protection. Assistance programs and incentives also should conserve farmland and protect important natural habitats. By providing technical assistance to identify tools and techniques for municipalities to use with land-use/transportation, planning, and growth management efforts, the LSHGI can achieve its heritage resource preservation and conservation goals. For example, the LSHGI may provide technical assistance in the preparation of nomination papers for the National Register of Historic Places. The LSHGI also may provide direct technical and financial assistance to individual historic restoration and rehabilitation projects.

GOAL 2: Encourage the adaptive reuse of historic structures and sites, conservation of natural areas important to the LSHG's character and environment, and preserve the continuity and authenticity of cultural arts, heritage attractions, and indigenous regional traditions.

Objective 1: Increase awareness of the value of heritage resources among public and private interests within the LSHG.

Community Awareness - In order to succeed the communities of the LSHG will need to be involved in the stewardship of heritage resources. The LSHGI can assist with education and advocacy activities by supplying brochures and guides to wildlife as well as other outreach materials to inform citizens and officials of the benefits of land conservation. The LSHGI can

educate residents and visitors alike about the importance of historic preservation through guides to historic walks, plaques on historic structures, and teaching modules. The LSHGI should give formal recognition to businesses and private interests that participate and are aligned with the project's mission, providing them special attention and acknowledging their eligibility for assistance.

Objective 2: Enhance the climate for preservation and rehabilitation of historical structures and sites and conservation of natural and cultural resources within the LSHG.

Rehabilitation and Revitalization - The LSHGI will work with localities and groups to identify and prioritize natural areas of concern to better target preservation, rehabilitation, conservation, and economic initiatives. If appropriate, these areas will be included as new "Target Investment Zones (TIZ)." The LSHGI will provide grants to counties and communities to help acquire land for conservation purposes. The LSHGI will provide financial incentives to encourage historic preservation and adaptive re-use of critical resources and also help municipalities develop their own incentives. Recognizing businesses and private interests that participate and are aligned with the project's mission is important for the success of rehabilitation and revitalization programs and projects.

Summary of Goals, Objectives, and Strategies for Preservation and Resource Stewardship		
GOALS	OBJECTIVES	RECOMMENDED STRATEGIES
Goal: Encourage the preservation and conservation of heritage resources and natural features to protect the LSHG's vital ecological functions and many abundant resources.	Objective: Assist the counties, towns, and private interests in their efforts to protect, preserve, enhance, and manage the heritage resources of the LSHG for future generations.	Strategy: Acquire immediate and professional staffing to assist the LSHGI in administering funds and programs.
	Objective: Advocate enactment of appropriate resource protection legislation by responsible local government entities.	Strategy: Provide grants and loan funding to localities enacting preservation ordinances and/or guidelines within the LSHG in a pro-active and systematic manner.
	Objective: Assist local governments in the development of resource management programs to ensure the long term protection of heritage resources.	Strategy: Promote and assist the advancement of local legislation that provides for heritage resource protection, such as historic preservation ordinances for localities.
Goal: Encourage the adaptive reuse of historic structures and sites, conservation of natural areas important to the LSHG's character and environment, and preserve the continuity and authenticity of cultural arts, heritage attractions, and indigenous regional traditions.	Objective: Increase awareness of the value of heritage resources among public and private interests within the LSHG.	Strategy: Assist localities in developing incentive programs for preserving heritage resources (including farmland and natural habitats).
	Objective: Enhance the climate for preservation and rehabilitation of historical structures and sites and conservation of natural and cultural resources within the LSHG.	Strategy: Educate visitors and residents alike concerning the importance of preserving heritage resources through outreach materials and other mediums.
		Strategy: Work with localities and citizens of the LSHG to identify and prioritize heritage resources to better target investment.
		Strategy: Recognize and acknowledge formally businesses and other private interests that participate and are aligned with the mission for the LSHG.

PART V: MARKETING AND OUTREACH

Marketing and outreach will focus on activities and initiatives designed to promote the LSHG's unique identity to local and regional audiences. Targeted marketing programs, the development of a uniform logo for signage and products, and interpretation of core themes all will be part of a broad-based marketing strategy to develop and enhance awareness of the LSHG, attract a larger, multi-market audience, and achieve optimum visitation.

GOAL 1: Enhance the visitor appeal and enjoyment of the Lower Susquehanna River's history, culture, and natural environment and scenic beauty by improving the overall "product" and visitor experience.

Objective 1: Create a regional identity for the LSHG and develop a comprehensive marketing plan for the region.

The creation of a regional identity will need to developed for effective marketing (discussed under Interpretation and Education). In addition, a comprehensive marketing plan will need to be developed for the LSHG by the LSHGI. When developing targeted local and outreach marketing

programs for resident and tourist markets, the heritage resources and visitor support services of the LSHG are promoted. This is a fundamental element in building a tourism driven economy.

Objective 2: Coordinate marketing, promotional activities, and local programming with public/private activities and attractions to maximize exposure for the LSHG and develop mutually supportive marketing and promotional programs.

The LSHGI should identify partners and develop a network of cooperative relationships with existing tourism and business development organizations to assist in marketing efforts. Cooperative relationships could involve state and local government agencies and entities engaged to tourism activities. It also could include coordinated local programming with that of attractions located outside of the LSHG, such as the Ordnance Museum and the Ripken Museum in Aberdeen, as well as the Upper Bay Museum in North East. The development of mutually supportive marketing and promotional activities will help sustain the LSHG in the future.

Summary of Goals, Objectives, and Strategies for Marketing and Outreach		
GOALS	**OBJECTIVES**	**RECOMMENDED STRATEGIES**
Goal: Enhance the visitor appeal and enjoyment of the LSHG's history, culture, natural environment, and scenic beauty by improving the overall "product" and visitor experience.	**Objective: Create a regional identity for the LSHG and develop a comprehensive marketing plan for the region.**	**Strategy: Develop and implement a regional identity for the LSHG through partnerships and public/private outreach.**
	Objective: Coordinate marketing, promotional activities, and local programming with public/private activities and attractions to maximize exposure for the LSHG and develop mutually supportive marketing and promotional programs.	**Strategy: Develop a comprehensive marketing plan for the LSHG that targets the most responsive resident and visitor markets for tourism.**
		Strategy: Develop a network of public/private partnerships to maximize exposure for the LSHG and assist in marketing, promotion, and programming.

PART VI: PARTNERSHIPS

Partnerships are important to the successful implementation of the Management Plan. The role of individual partners varies, but partnerships are basic to virtually every facet of the Management Plan. In order to work with the LSHGI, each partner must understand what role they are being asked to play in the management scheme. The following outlines the recommended actions that partners with the LSHGI are being requested to undertake. Partners include Harford and Cecil Counties, the Towns of Port Deposit and Perryville, as well as the City of Havre de Grace.

GOAL 1: Strengthen the public/private partnership that will interpret, communicate, publicize, protect, and restore the heritage of the LSHG and accomplish these goals via partnerships among local and regional leaders, non-profit organizations, businesses, and state agencies.

Objective 1: Maximize partnerships between the LSHGI and public/private interests to advance the mission for the LSHG.

Local Governments - Partnerships with local government entities is critical for the success of the LSHG. Cecil and Harford Counties, the Towns of Port Deposit and Perryville and the City of Havre de Grace are being asked to perform the following functions:

- Endorse the recommendations of the Management Plan.
- Continue to provide technical assistance to the LSHGI throughout the implementation of the Management Plan.
- Provide direct and indirect financial assistance to the LSHGI to help meet the recommended operation and staffing requirements of the Management Plan.
- Enact appropriate legislation to help achieve the preservation, conservation and community and economic objectives of the Management Plan, this includes historic district zoning provisions for identified key historic resources.
- Work with the LSHGI to develop incentive programs to encourage restoration/rehabilitation and the adaptive re-use of historic properties.
- Work with the LSHGI to implement the greenway trail projects where county properties or other resources may be involved.
- Continue to have key county agencies assist the LSHGI in the implementation of the Management Plan, especially those agencies involved in planning, economic and tourism development, resource conservation, parks and recreation development, and historic preservation.
- In coordination with the LSHGI, establish procedures for identifying historic and non-historic (contributing) properties that may be certified as eligible for the "Maryland Income Tax Credit."
- Cooperate with the LSHGI in implementation of the Management Plan, including participation on the LSHGI Board of Directors and/or its committees.

Public and Private Partners - Public and private partnerships also are important to the successful implementation of the Management Plan. The following outlines the recommended actions that public and private partners of the LSHGI are being requested to undertake. Some public partners include Susquehanna State Park (Maryland Department of Natural Resources), State and Federal Agencies, and local museums and other interpretive facilities and related organizations involved in historic preservation and interpretation. Some private partners include the Havre de Grace Management Council (a liaison between the Havre de Grace Mayor and City Council), local businesses and corporations such as PECO Energy Corporation and Arundel Quarry, merchant and business organizations such as the Harford and Cecil Counties Chambers of Commerce, and other civic groups and organizations involved in compatible heritage area initiatives.

Susquehanna State Park (Department of Natural Resources):

- Endorse the recommendations of the Management Plan.
- Review the current "Susquehanna State Park Master Plan" to address the recommendations of the Management Plan for Susquehanna State Park, including measures to increase tourist services and facilities in the park, recommended trail improvements, and increased interpretive venues along the trail and in the park.
- Continue to work with LSHGI to implement the greenway trail projects, where park property or other resources may be involved.
- Continue to cooperate with the LSHGI in implementation of the Management Plan, including participation on the Board and/or committees.

State and Federal Agencies:

- Endorse the Management Plan.
- Continue to provide financial assistance for implementation of the recommended program activities and capital projects of the LSHGI and its partners.
- Continue to provide technical assistance for the planning and programming of projects and activities of the LSHGI and its partners.

Museums and Other Preservation/Interpretation Organizations :

- Work with the LSHGI to increase and improve the museum offerings in the region.
- Work with the LSHGI to create a regional identity and to market the region to increase visits.
- Participate with the LSHGI in programs and projects to improve local and regional awareness of the area's heritage.
- Work with the LSHGI to insure that the visitor experience is of the highest quality at all museums and interpretive facilities including authentic stories, themes and materials and quality facilities, staff and programs.
- Cooperate with the LSHGI in developing a unified interpretive facilities development program for the region including data collection, marketing, pricing structure, and other initiatives.

- In coordination with the LSHGI, establish procedures for identifying historic and non-historic (contributing) properties that may be certified as eligible for the "Maryland Income Tax Credit."

- Cooperate with the LSHGI in implementation of the Management Plan, including participation on the LSHGI Board of Directors and/or its committees.

Havre de Grace Management Council:

- Endorse the Management Plan.

- Continue to act as facilitators between the Havre de Grace Mayor and City Council and the LSHGI.

- Cooperate with the LSHGI in implementation of the Management Plan.

Businesses and Corporations:

- Endorse the Management Plan.

- Provide technical, financial and other assistance to the LSHGI commensurate with the direct and indirect benefits that implementation of the Management Plan provides to the community.

- Participate in the leadership of the LSHGI and on its committees.

Merchant and Business Organizations:

- Work with the LSHGI to insure that the visitor experience is of the highest quality at all tourism related businesses and services including quality facilities, staff, products and services.

- Work with the LSHGI to development and market a positive local and regional identity for the LSHG.

- Cooperate with the LSHGI in implementation of the Management Plan, including participation on the LSHGI Board of Directors and/or its committees.

Civic Groups and Organizations:

- Endorse the Management Plan.

- Work with the LSHGI to develop projects and programs that will improve local awareness of and appreciation for the heritage, cultural and natural resources of the region.

- Participate in the leadership of the LSHGI including working on and with the LSHGI Board of Directors and its committees to implement the recommendations of the Management Plan.

- Assist the LSHGI in developing and implementing resource preservation and stewardship programs throughout the region.

- Work with the LSHGI to develop the greenway trail.

- Work with the LSHGI to implement revitalization programs and projects to strengthen the traditional downtown areas, including increasing shopping opportunities within traditional business districts and providing more opportunities for pedestrian activity between and within neighborhoods.

Summary of Goals, Objectives, and Strategies for Partnerships		
GOALS	OBJECTIVES	RECOMMENDED STRATEGIES
Goal: Strengthen public/private partnerships that will interpret, communicate, publicize, protect, and restore the heritage of the LSHG and accomplish these goals via partnerships among local and regional leaders, non-profit organizations, businesses, and state agencies.	**Objective: Maximize partnerships between the LSHGI and public/private interests to advance the mission for the LSHG.**	**Strategy: Facilitate endorsement of the Management Plan with the local governments of Cecil and Harford Counties.**
		Strategy: Facilitate endorsement of the Management Plan with the local governments of the Towns of Port Deposit and Perryville and the City of Havre de Grace.
		Strategy: Facilitate endorsement of the Management Plan with other public/private interests such as state and federal agencies and local organizations and entities involved in heritage preservation, interpretation, and community and economic development.

PART III

Business Plan

INTRODUCTION

Context

Achieving the "vision" for the Lower Susquehanna Heritage Greenway (LSHG) will require a cooperative effort among its partners, who will implement specific projects and programs to achieve the objectives and advance the strategies of the Management Plan. Implementing the Management Plan also will require commitment of significant financial resources from a variety of sources. These financial resources will be used to fund the staffing and operations, program activities, and capital projects of the Lower Susquehanna Heritage Greenway, Inc., (LSHGI).

The Five-Year Business Plan, contained herein, outlines the LSHGI's implementation programs. It also summarizes funding strategies and objectives, including what level of commitment is requested of the Maryland Heritage Areas Authority (MHAA) and what level of economic performance is expected. The four major categories for LSHGI implementation programs are as follows:

- Organizational Structure and Staffing;
- Program Activities;
- Five-Year Capital Projects; and
- Marketing and Outreach.

Organizational Structure and Staffing: In order to undertake this Management Plan, an immediate requirement is the establishment of an effective management platform or organizational structure for the LSHGI. The LSHGI will build on the current organizational structure by improving its effectiveness for integrating new partners into policy, planning, and implementation decisions. Additional staff will be added to manage key projects. Successfully satisfying these requirements will enable the organization to focus on implementation activities and projects to support the recommended strategies discussed in Section IX.

Program Activities: The Management Plan envisions a dynamic process that will build momentum through the first five years with the most significant results beginning in year three. LSHGI Program Activities and projects will be phased in as staffing permits and funding objectives are achieved.

Five-Year Capital Projects Program: The LSHGI's Five-Year Capital Projects Program consists of short-term (1-3 years) and midterm (3-5 years) priority capital projects. Potential long term capital projects are listed in Appendix H. The Five-Year Capital Projects Program focuses on four key geographic areas or Target Investment Zones (TIZs).

Marketing and Outreach: The Five-Year Business Plan outlines a Marketing and Outreach Program that the LSHGI will initiate. All marketing and outreach activities will be coordinated

with those of organizations already involved in heritage preservation, tourism and economic development.

SECTION X - ORGANIZATIONAL STRUCTURE AND STAFFING

As the LSHGI implements the Management Plan, they will be simultaneously advancing multiple strategies, including (but not limited to) the following:

- Assisting its partners in the development of a tourism infrastructure, such as visitor services and facilities and enhanced heritage tourism and recreation offerings;
- Creating a regional identity and participating with others in regional marketing/promotional strategies to increase tourism; and
- Partnering with local communities and organizations as well as state and local agencies to achieve community revitalization and economic development objectives.

Implementing the Management Plan will tax the current capacity of the LSHGI. As a nonprofit corporation, it has functioned as a coordinating and review organization, relying largely on technical and staff assistance provided by members of the Technical Advisory Committee (and others) to accomplish essential tasks, such as preparing grant applications, publishing newsletters, and continuing public and community relations.

Once certified, the LSHGI will expand its operating capacity in order to perform the numerous tasks outlined in the Management Plan. The LSHGI also will increase opportunities for direct community participation in the activities of the organization. This will be accomplished by taking the following steps:

- Revising the mission statement of the LSHGI to reflect its expanded role as a catalyst for heritage preservation and tourism development;
- Revising the "Articles of Incorporation" and "Bylaws" as necessary to permit expansion of the LSHGI Board of Directors;
- Establishing an effective committee structure;
- Hiring additional staff; and
- Increasing the scope of LSHGI operations.

Figure X-1 "The Management Structure Chart" (shown on page 102), outlines the proposed LSHGI management platform. Using this model as a guide, the LSHGI will evolve the existing organizational structure into a more effective management entity that includes broad

representation of and participation by stakeholders and partners. The current LSHGI Board of Directors, which consists of nine board members, will be expanded as necessary to insure a broad and balanced representation of key agencies, organizations, and jurisdictions.

The LSHGI Board of Directors structure will continue to represent the many organizations with which it has already established relationships. In addition, the board structure will be expanded, seeking new partners to be represented in the LSHG. Examples of the types of new members that the LSHGI will seek for its board or on its committees include the following:

- A representative of county and municipal economic development programs will serve on the Program Development Committee;
- A representative of county and municipal tourism programs will serve on the Marketing and Public Relations Committee;
- A representative of county and municipal planning departments will serve on the Planning Committee;
- A representative of the local Chambers of Commerce will serve on the Marketing and Public Relations Committee;
- The Chairperson of the Havre de Grace Management Council will serve as an ex-officio member of the LSHGI Board of Directors;
- A representative of each local government will serve as an ex-officio member of the LSHGI Board of Directors;
- Representatives of organizations directly related to and capable of spearheading the development of interpretive programs in the region will serve on the Program Development Committee. This will include a representative of the Museum Alliance, county and municipal parks and recreation agencies, and representatives of local schools and colleges;
- Representatives of underdeveloped interpretive themes, such as the region's African-American history, Native American history, and women's history will serve on the LSHGI Board of Directors; and
- State representatives will serve on the Program Development and Planning Committees.

Increased community representation on the LSHGI Board of Directors will enable it to effectively operate in a multi jurisdictional region and coordinate its activities, projects, and programs with those of other organizations and entities.

As part of its capacity building strategy, the LSHGI will develop a basic orientation and training program for new board members that will provide a thorough explanation and description of their immediate and long-term roles and responsibilities. In addition, LSHGI sponsored training workshops and seminars will be offered to board members, partners, and staff covering relevant topics, such as grant writing and nonprofit management.

PART I: ORGANIZATIONAL STRUCTURE

LSHGI Board of Directors

The LSHGI Board of Directors' principal responsibilities will be fulfillment of the mission for the LSHG, legal accountability for its operations, and policy development. The LSHGI Board of Directors also will be responsible for evaluating and determining compensation for the Executive Director. Board members will accomplish their functions by continuing a practice of regularly scheduled meetings and by establishing a committee structure that is appropriate to the size and function of the organization. Board members will serve as spokespersons for the LSHG in their respective communities, organizations, and agencies. The LSHGI Board of Directors will conduct regular reviews of their composition to ensure the most effective representation, board expertise, and commitment. In addition, the LSHGI Board of Directors will be responsible for the following tasks:

- Formulating a strategic plan to accomplish the mission for the LSHG;
- Monitoring the progress of the Management Plan (and other projects in which the LSHGI is involved);
- Ensuring financial solvency of the organization;
- Establishing a fair system of policies and procedures for human resource management;
- Producing an annual report on the status of the implementation of the Management Plan; and
- Adopting an appropriate Code of Ethics.

The LSHGI Board of Directors will include a President or Chairperson, a Vice President or Vice Chair, a Treasurer, and a Secretary. These members will comprise the Executive Committee.

LSHGI Board Committees

LSHGI Board Committees will provide an organized and focused means for members and partners to devise cooperative strategies and recommend specific plans and programs to address issues. The following standing committees will be established:

Executive Committee: The Executive Committee will oversee the operation of the board, Executive Director, and act on behalf of the board during on-demand activities that occur between meetings (these acts will later be presented for full board review). The Executive Committee will also perform evaluations of the Executive Director. The Executive Committee will consist of the President, the Vice President or Vice Chair, the Treasurer, and the Secretary, chosen from the LSHGI Board of Directors.

Board Development Committee: The Board Development Committee will ensure an effective board process, structure, and role, including retreats, committee development, orientation and training, and board evaluations. The Board Development Committee will act as the nominating committee, keeping lists of potential board members. It will identify prospective board members, emphasizing what skills and resources they can bring to the organization for the accomplishment of the LSHGI's goals and objectives.

Finance Committee: The Finance Committee will oversee development of the LSHGI budget and ensure adequate financial controls. The Treasurer will serve as the chairman of this committee. Examples of members for this committee could include bankers, certified public accountants, and investment brokers.

Fund-Raising Committee: The Fund-Raising Committee will oversee development and implementation of a Fund-Raising Plan, including annual and special fund-raising events. This committee will identify and solicit funds from external sources, including public and private sector grants. They also will provide grant review. Examples of members for this committee include bankers, estate planners, and other persons having served in a similar capacity for other organizations.

Marketing and Public Relations Committee: The Marketing and Public Relations Committee will oversee implementation of the LSHGI's Marketing Plan. This committee will be responsible for developing mechanisms to promote the LSHGI's services to the community. The marketing and public relations committee will insure that the LSHGI is represented to the community in a manner that enhances the organization's image, including oversight of all communications with the media. Examples of members for this committee might include media executives, graphic design executives, and other industry executives with experience in marketing and advertising.

Program Development Committee: The Program Development Committee will guide the development of service and program delivery mechanisms, including evaluation of existing services and programs and guidance for new programs and services. The committee will oversee and coordinate development of stewardship programs and volunteer activities. It will recommend projects to the board to increase and/or enhance interpretive and educational programs and facilities. It also will serve as the link between the board and the staff on program activities. Examples of members for this committee include teachers, historians, architects, architectural historians, museum representatives, curators, art and cultural historians, and national/state park representatives.

SECTION XII - FIVE-YEAR CAPITAL PROJECTS PROGRAM

Based on input from the communities and organizations involved in preservation, community revitalization and economic development activities in the LSHG, approximately 112 potential capital projects were identified (see Appendix H). In order to prioritize the use of resources and to insure that the mix of projects addresses the preservation and tourism development needs of the region, as well as the LSHGI's objectives, this "first-cut" list was reduced to 26 priority capital projects (see Table XII-1). Combined, these 26 projects comprise the Five-Year Capital Projects Program, which totals approximately $38 million. The remaining projects, which are listed in Appendix H, constitute a "master list" of long range capital projects from which the LSHGI may select new priority projects in the future.

Table XII-1
Capital Projects Program
LSHG Management Plan - Five-Year Program

Project Key Code: PV = Perryville; PD = Port Deposit; HDG = Havre de Grace; TP = Trail Project

Item #	Code	Project Description	Action	Cost (est.) By Source	Potential Funding Sources	Total Cost of Project
1	PV1	Broad Street Streetscape Enhancement	Install pedestrian lighting, banner program	$30,000	TEA 21	$70,000
			landscaping, sidewalk extensions, trash.	$33,000	Retrofit Sidewalk Program	
			Phase 1 overhead utility consolidation on	$7,000	Tree-mendous Maryland	
			streets, phase 2 utility relocation to rears of		Town Forest Conservation	
			buildings		MTA	
2	PV6	Upper Broad Street Mixed-Use Development	Phase 1 - Relocation of Perryville Estates mobile	$2,725,000	Private	$2,725,000
			home park to provide a better environment for its			
			residents away from railway lines. Phase 1 -			
			Relocation of Neffs construction to the light industrial			
			area. Phase 2 - prepare site documentation for			
			developer solicitation.			
3	PV7	Lower Broad Street Mixed-Use Development	Phase 1 - Construction of Owens mixed use building.	$3,000,000	Neighborhood Business	$3,000,000
			The town would like to see a Main Street oriented		Job Creation Tax Credit	
			mixed use project.		Business Assistance and Permit	
					Neighborhood Partnership	
					Revolving Loan Fund	
					Rural Business Cooperative	
					NICE (DOE)	
					Sustainable Development	
					Small Cities Community Dev.	
					Rural Economic Policy	
4	PV2	Gateway Entrance to Old Town Perryville	Surrounding property enhancements, gateway	$1,500,000	MD SHA (fund 84)	$1,500,000
			signage welcoming visitors to old town Perryville,		Neighborhood Partnership	
			prominent pedestrian crosswalks, parking lot			
			screening.			
5	PV23	Rodgers Tavern docking facilities	Public pier for transient boaters and Water Shuttle	$500,000	Maryland Waterway	$500,000
			Dock Facility		MHAA (MDHCD)	
6	PV13	LSHG Initiatives	Right-of-way acquisition, construction of trail along	$600,000	Private	$600,000
			New River Road		MHAA (MDHCD)	
			Develop a new parking lot for Rodgers Tavern patrons.		Sustainable Development	
			Develop a new parking lot on Broad Street for heritage		Trust for Public Land	
			trail users. Develop a strategy for using the			
			heritage Greenway for bio-retention and habitat.			
			Restoration to offset development within the critical			
			areas boundary.			

Table XII-1
Capital Projects Program
LSHG Management Plan - Five-Year Program

Project Key Code: PV = Perryville; PD = Port Deposit; HDG = Havre de Grace; TP = Trail Project

Item #	Code	Project Description	Action	Cost (est.) By Source	Potential Funding Sources	Total Cost of Project
7	HDG3	David Craig Park Visitor Center	Visitor Center, restrooms, observation decks, walkways	$900,000	TEA 21	$900,000
			native plant garden, and parking facilities		City/County	
					MHAA (MDHCD)	
8	HDG17	Susquehanna Museum of Havre de Grace, Inc.	Completion of the reconstruction of the working	$1,350,000	MHAA (MDHCD)	$1350000
			canal lock gates. Construction of a shelter for the		Local	
			original lock gates. Construction of additional visitor			
			facilities - see "Plan of Action for the Future",			
			January 17, 1995.			
9	HDG10	Maritime Museum	Boat building facilities offering state of the art	$2,000,000	MHAA (MDHCD)	$2,000,000
			interactive and virtual reality display			
10	HDG19	Waterfront Hotel	100-150 rooms and conference space to	$6,000,000	Private	$6,000,000
			accommodate a variety of leisure and commercial		City of Havre de Grace	
			needs.		MHAA (MDHCD)	
11	PD2a	Marina Park - Phase I - Jetty Renovation	Rebuild jetty to create safe harbor for water access	$1,329,744	TEA 21 ($999,000 funded)	$1,329,744
			to Port Deposit. Shuttle service facility. Develop		POS (80,000 funded)	
			site improvements.		Port Deposit	
12	PD2b	Marina Park - Phase II (Promenade)	Improve park entrances and parking facilities, to include	$1,560,000	TEA 21	$1,560,000
			new gazebo/concert pavilion, Greenway information kiosk,		Town Match	
			rest rooms, promenade, landscaping, interpretive		POS	
			signage, pedestrian access, accessible ramps, granite			
			overlook terraces, memorial plaza, and a parking lot, etc.			
13	PD3	Marina Park - Gas House Renovation	Acquire site, restore building for a visitor information	$600,000	MHAA (MDHCD)	$600,000
			center. Would be northern anchor of Marina Park.		MHT	
			Ticket sales of water shuttle, new museum, upper		Private	
			level loft visitor information etc.			
14	PD10	Hopkins Property (60 acre historic quarry)	Site acquisition.	$300,000	POS	$300,000
		Trail head, nature discovery, parking and	Restore scale house. Raise granite bldg, reuse stone.	$767,880	MHAA (MDHCD)	$767,880
		other activities	Trail head improvements. Geology discovery trail loop		1067880	
15	PD12	King Property used as tourist information center	Rehabilitation of building and parking.	$1,781,220	$160,730 00 POS	$1781220
			Demolish existing gas station and replace with new		$55,193 Town match	
			structure. Structure will contain a visitor orientation		MHAA (MDHCD)	
			center, Heritage Greenway office, and a bike shop/			
			storage locker concession. There will be a new			
			parking lot for park users (20 cars), and sidewalk			
			linkages to Marina Park and downtown Port Deposit			
16	PD13	Logan's Wharf Redevelopment	Acquire site for public/private redevelopment partnership	$2,164,500	MHAA (MDHCD)	$2,164,500
			Acquisition ($750,000)		POS	

Table XII-1
Capital Projects Program
LSHG Management Plan - Five-Year Program

Project Key Code: PV = Perryville; PD = Port Deposit; HDG = Havre de Grace; TP = Trail Project

Item #	Code	Project Description	Action	Cost (est.) By Source	Potential Funding Sources	Total Cost of Project
			125 car parking lot. Include with land owned by Town and			
			extend promenade. Waterfront restaurant and transit			
			boat docking. RV camp ground sites.			
17	TP1	Port Deposit Quarry Trail head site to	Construct 4.48 miles of trail along the abandoned	$1,747,200	MHAA (MDHCD)	$1,747,200
		Conowingo Dam	rail right of way.		POS	
18	TP3	Connection Perryville (New River Road) to	Construct 3.69 miles of Class I bikes trail	$1,217,700	MHAA (MDHCD)	$1217700
		Marina Park in Port Deposit	along Frenchtown Road		POS	
19	TP19	Lock Museum to Arundel (Includes North Park)	Construct 1.5 miles of trail along abandoned rail	$585,000	MHAA (MDHCD)	$585,000
			right-of-way		POS	
20	TP20	Arundel property to I-95	Construct 2.44 miles of multi-use trail through	$292,500	MHAA (MDHCD)	$292,500
			the Arundel Quarry site		POS	
21	TP5a	Arundel property to Susquehanna State Park	Construct 1.97 miles of multi-use and Class I bike	$292,500	MHAA (MDHCD)	$292,500
			trail along I-95 right of way		POS	
22	TP6	Tomes Landing to Hopkins Quarry	Acquire easement	$2,004,900	MHAA (MDHCD)	$2,004,900
			Construct 1.0 mile of combination boardwalk and		POS	
			and multi-use trail as part of Port Deposit Riverwalk		TEA 21	
23	TP2	Rodgers Tavern loop around the Perry Point	Construct 3.3 miles of multi-use trail connecting	$1,332,000	MHAA (MDHCD)	$1,332,000
		Veteran's Administration property	Rodgers Tavern and the Perryville Community Park		POS	
24	TP23	Trail in Susquehanna State Park Stafford Road	Conceptual Alternatives development	$250,000	MHAA (MDHCD)	$250,000
		to Lapidum boat ramp with restoration of			POS	
		Lapidum canal lock				
25	TP28	Trail Head facilities development	T-28 trail head facilities development at eleven (11)	$2,542,100	MHAA (MDHCD)	$2,542,100
			locations along the core greenway trail systems.		POS	
			trail blazes along route and interpretive signage		LSHGI	
			Elements include coordinated signage system,			
			information kiosk, parking facilities, bike racks,			
			historic character lighting, benches, and trash			
			receptacles.			
26	TP29	Water Shuttle Service		$500,000	MHAA (MDHCD)	$500,000
					POS	
TOTAL						$37,912,244

*Note: Schedule - The proposed project implementation schedule is shown in Figure XII-1. This schedule represents a desirable time line for initiation and completion of short and mid-term priority projects. The timeline for those projects in which the LSHGI will have a minimal role or no role at all, for example PV6 and PV7, will be dependent on variables that are beyond the control of the LSHGI. Other projects, such as those associated with the completion of the core trail system, projects and program activities directed towards increasing visitor services, creating and marketing a regional identity, and increasing and enhancing the heritage attractions in the LSGH, are crucial to the overall success of the LSHGI's mission and will be diligently pursued. The project list contained in Appendix H constitutes a "master list" of long range capital project priorities from which the LSHGI may select new priority projects in the future.

PART I: PROJECTS

The LSHGI will work with project sponsors and other partners to advance the capital projects included in the Five-Year Capital Projects Program. As seen from Table XII-2, the LSHGI's Five-Year Capital Projects Program is geographically balanced, thus insuring that the full potential of the LSHG is addressed. Successful completion of these and other key projects will result in an "improved product" throughout the LSHG, which will be supported by the marketing and outreach efforts of the LSHGI and other organizations and entities in the region, the counties, and the state.

Table XII-2
Capital Projects Program Summary
Projects by Total Cost and Location

Project Location	Total Cost of Projects	Percentage %
Perryville	$9,727,000	26%
City of Havre de Grace	$10,835,000	28%
Port Deposit	$10,508,244	28%
Greenway Corridor	$6,842,000	18%
TOTAL	**$37,912,244**	**100%**

PART II: TARGET INVESTMENT ZONES (TIZs)

The MHAA guidelines for preparing the Management Plan require the LSHGI to identify Target Investment Zones or TIZs in which MHAA capital funds may be utilized. Four initial TIZs have been identified in the LSHG, wherein the LSHGI Board of Directors intends to focus the capital improvement funds made available through MHAA (See Map XII-1). The TIZs are as follows:

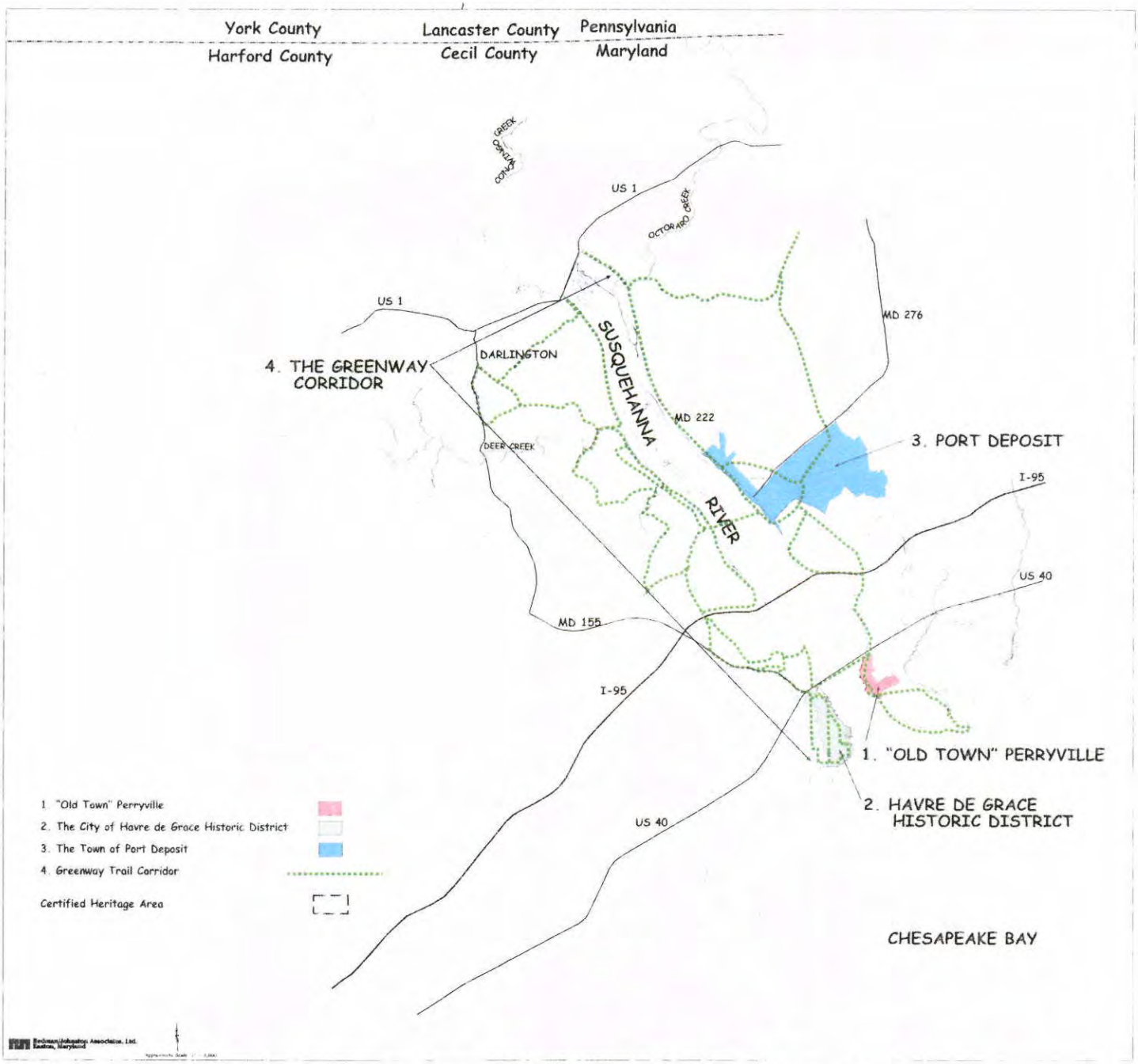
TIZ 1. The "Old Town" area of Perryville (PV - Map XII-2).

TIZ 2. The City of Havre de Grace "Historic District" (HDG - Map XII-3)

TIZ 3. The Town of Port Deposit, including the 125-acre Tome School property annexed to the town in 1992 (PD - Map XII-4).

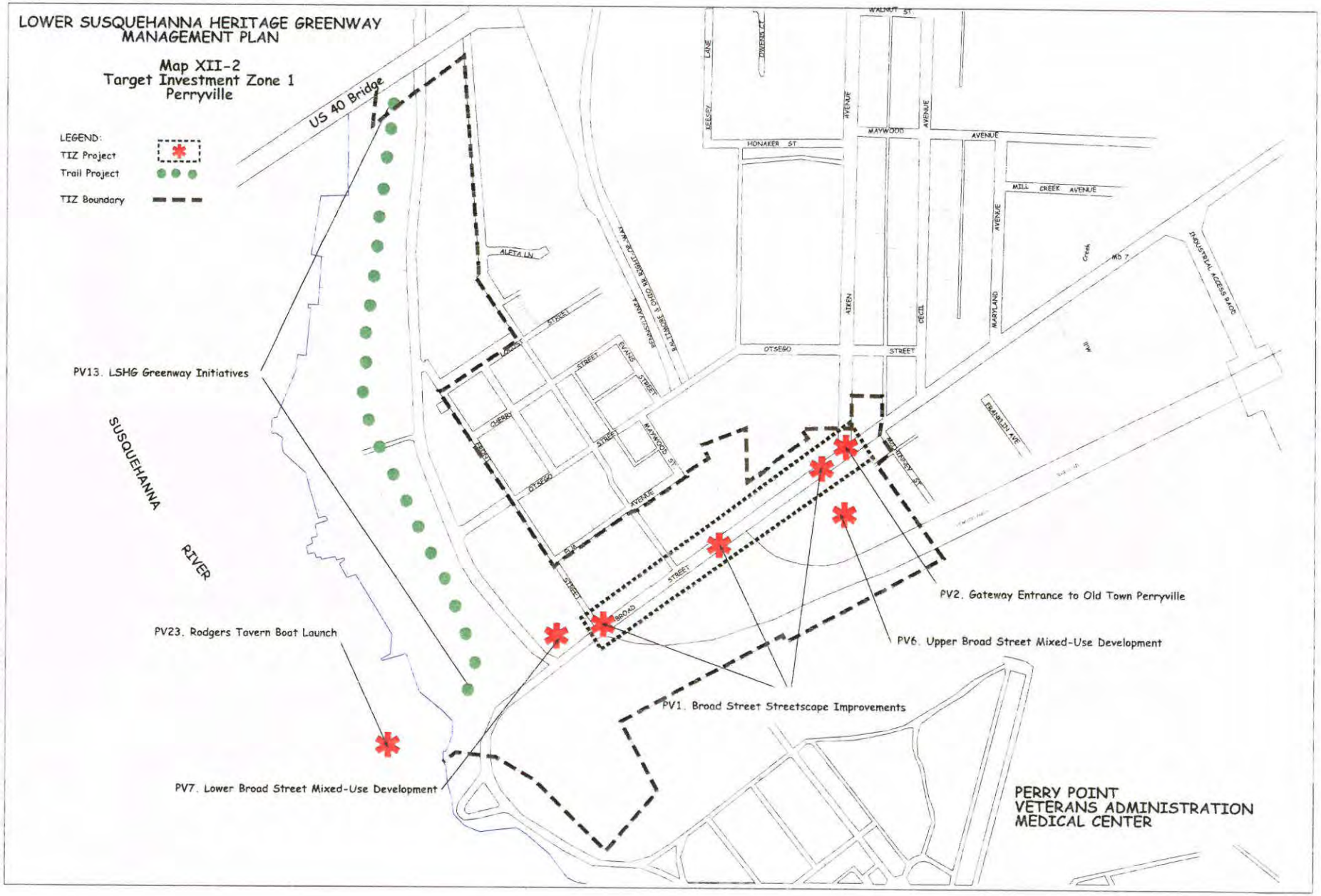
TIZ 4. Lower Susquehanna Heritage Greenway including links across the river (TP-Map XII-5).

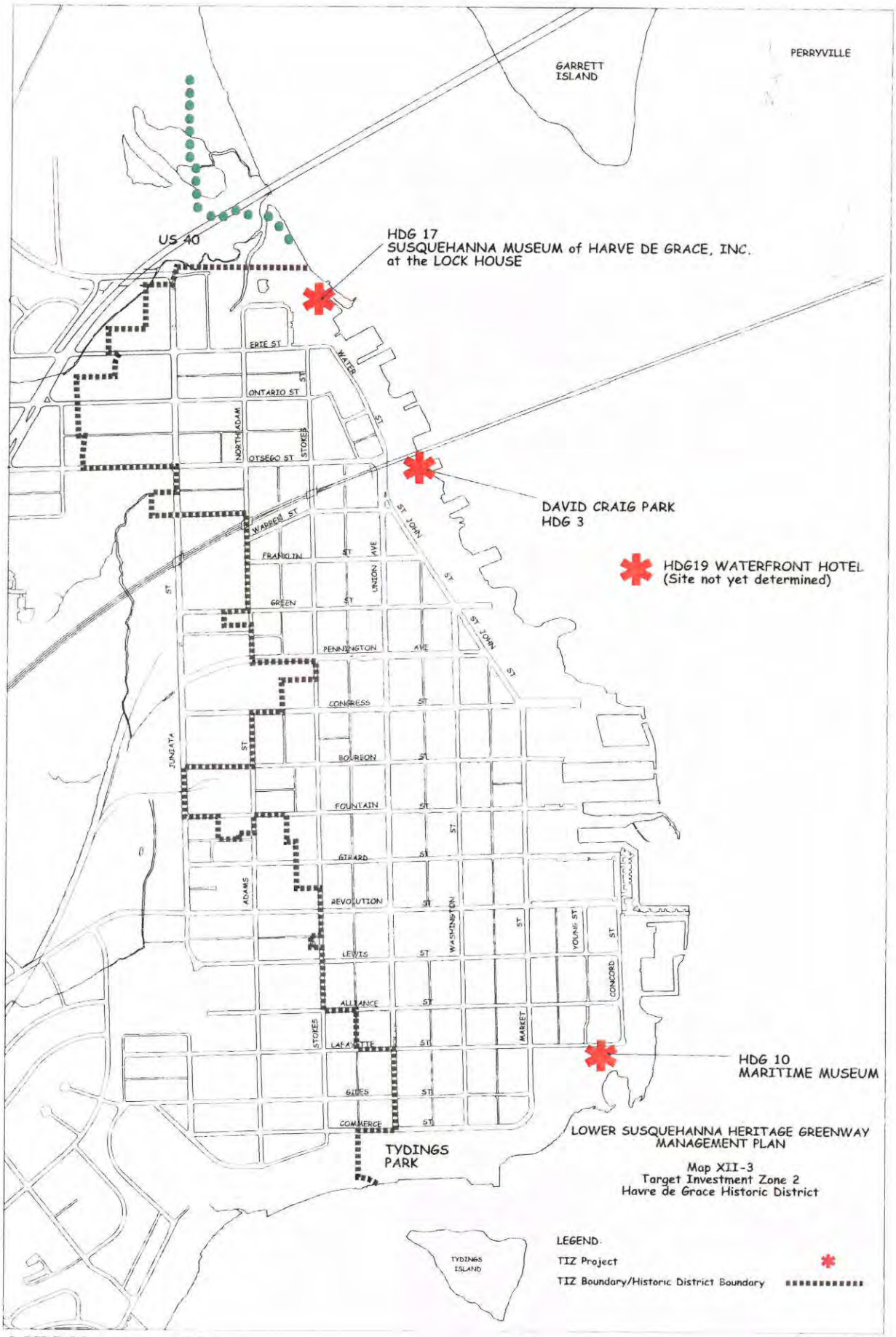
The TIZs were selected based on the collective potential for the projects located therein to advance the LSHGI Board of Directors' objectives for the development of the LSHG as well as to address the goals of the *Maryland Heritage Areas and Tourism Development Program*. Candidate projects within the TIZs include trail segments and facilities, interpretive facilities, and community revitalization and economic development projects. All projects have the potential to leverage private investment and provide a substantial return on public investment.

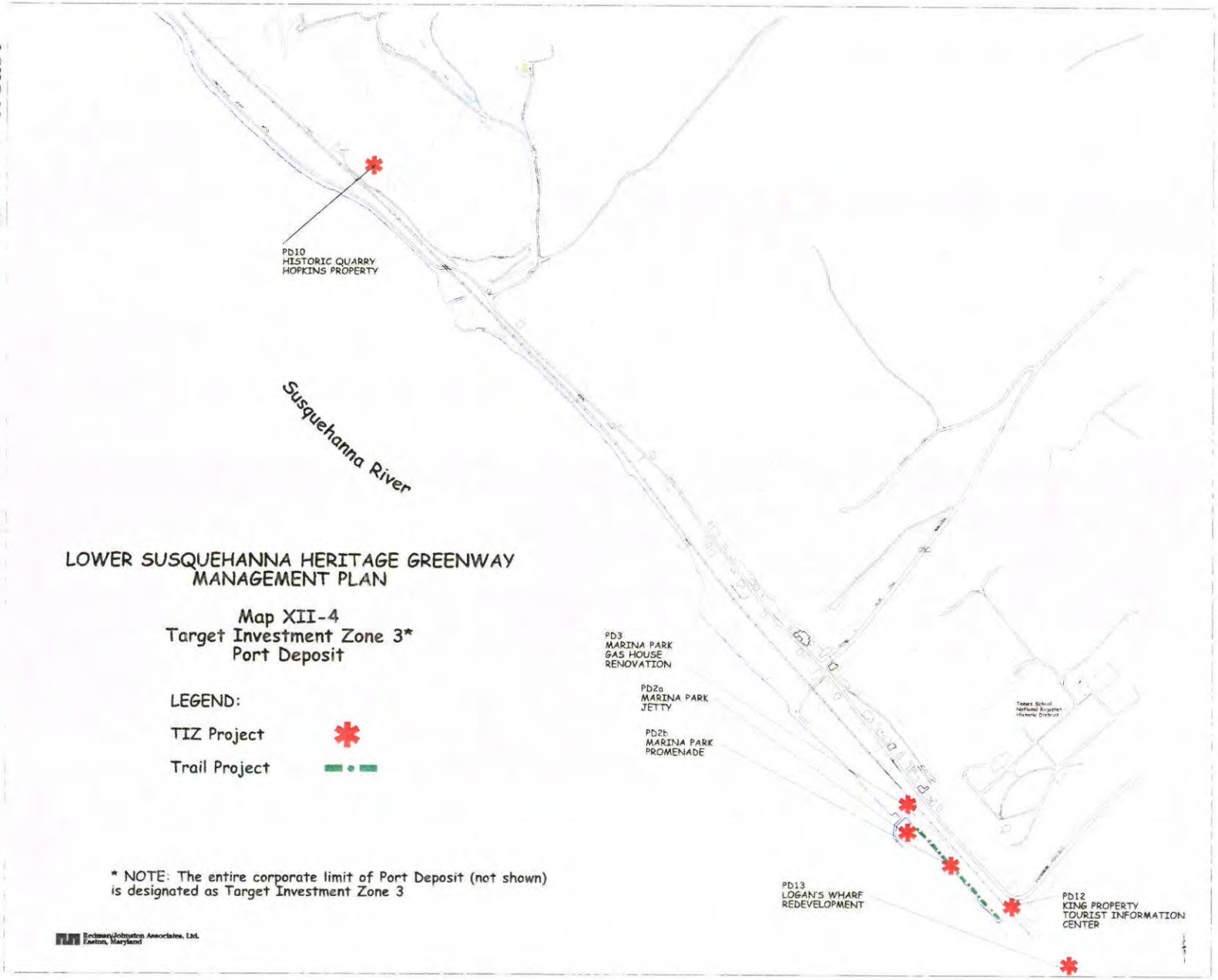


LOWER SUSQUEHANNA HERITAGE GREENWAY
MANAGEMENT PLAN

Map XII-1
Target Investment Zones


LOWER SUSQUEHANNA HERITAGE GREENWAY
MANAGEMENT PLAN
Map XII-2
Target Investment Zone 1
Perryville
LEGEND:
TIZ Project
Trail Project
TIZ Boundary
US 40 Bridge
PV13. LSHG Greenway Initiatives
SUSQUEHANNA
RIVER
PV23. Rodgers Tavern Boat Launch
PV7. Lower Broad Street Mixed-Use Development
PV2. Gateway Entrance to Old Town Perryville
PV6. Upper Broad Street Mixed-Use Development
PV1. Broad Street Streetscape Improvements
PERRY POINT
VETERANS ADMINISTRATION
MEDICAL CENTER
WALNUT ST
HONAKER ST
MAYWOOD AVENUE
MILL CREEK AVENUE
ALETA LN
OTSEGO STREET
AIKEN
CECIL
MARYLAND
FRANKLIN AVE
INDUSTRIAL ACCESS ROAD
BROAD STREET


PERRYVILLE
GARRETT ISLAND
US 40
HDG 17
SUSQUEHANNA MUSEUM of HARVE DE GRACE, INC.
at the LOCK HOUSE
ERIE ST
ONTARIO ST
OTSEGO ST
NORTHADAM
STOKES
WATER ST
WARREN ST
FRANKLIN ST
GREEN ST
PENNINGTON AVE
CONGRESS ST
BOURBON ST
FOUNTAIN ST
GIRARD ST
REVOLUTION ST
LEWIS ST
ALLIANCE ST
LAFAYETTE ST
GILES ST
COMMERCE ST
JUNIATA ST
ADAMS
UNION AVE
ST JOHN ST
WASHINGTON
YOUNG ST
CONCORD
MARKET
DAVID CRAIG PARK
HDG 3
HDG19 WATERFRONT HOTEL
(Site not yet determined)
HDG 10
MARITIME MUSEUM
TYDINGS PARK
TYDINGS ISLAND
LOWER SUSQUEHANNA HERITAGE GREENWAY
MANAGEMENT PLAN
Map XII-3
Target Investment Zone 2
Havre de Grace Historic District
LEGEND
TIZ Project
TIZ Boundary/Historic District Boundary



LOWER SUSQUEHANNA HERITAGE GREENWAY
MANAGEMENT PLAN

Map XII-4
Target Investment Zone 3*
Port Deposit

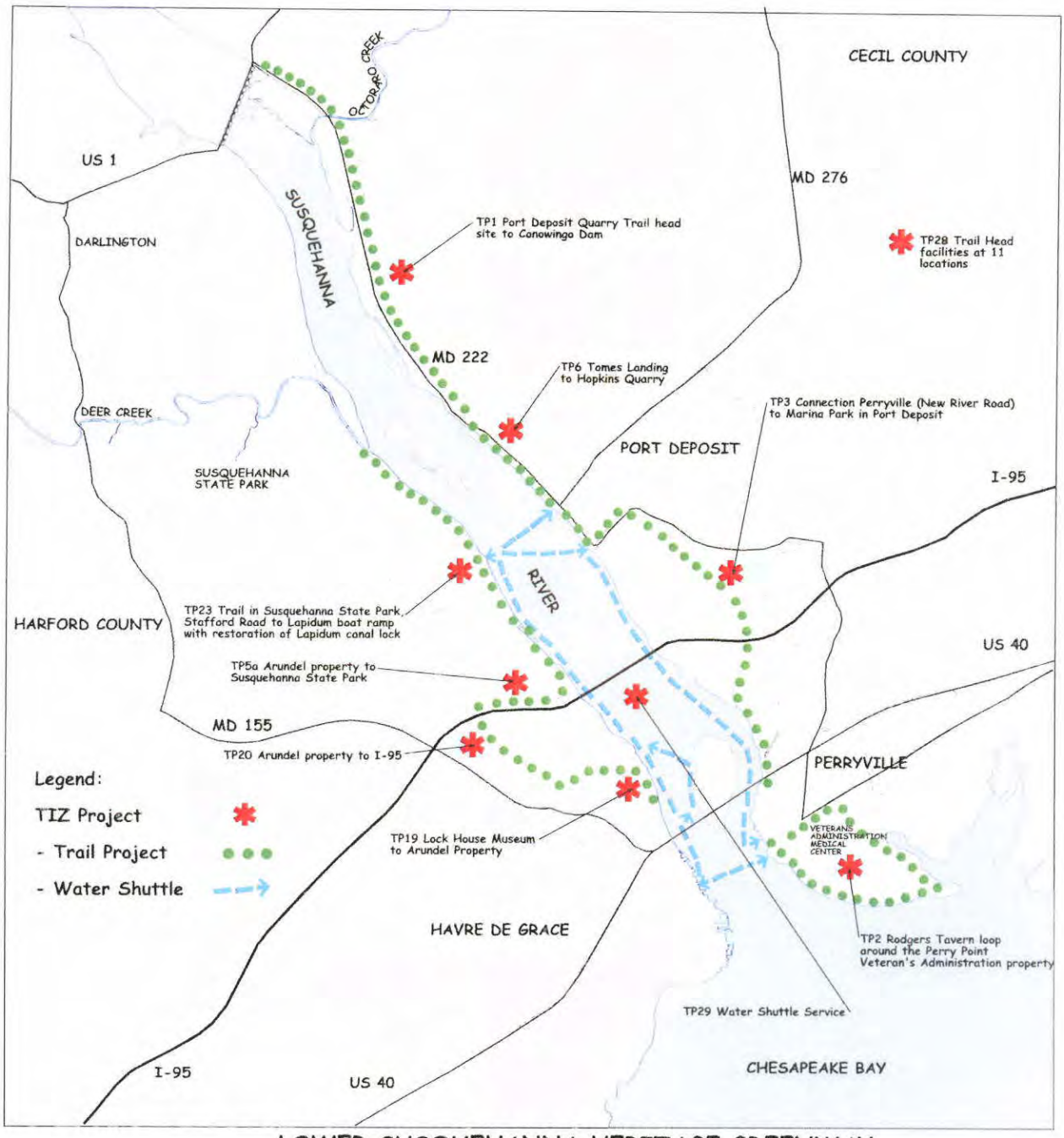
LEGEND:

TIZ Project

Trail Project

* NOTE: The entire corporate limit of Port Deposit (not shown) is designated as Target Investment Zone 3

Eichman/Johnston Associates, Ltd.
Easton, Maryland



LOWER SUSQUEHANNA HERITAGE GREENWAY
MANAGEMENT PLAN

Map XII-5
Target Investment Zone 4
Greenway Trail Corridor

PART III: CAPITAL PROJECTS SCHEDULE

The proposed project implementation schedule is shown in Figure XII-1. This schedule represents a desirable time-line for initiation and completion of short and midterm priority capital projects. The schedule is tentative, as many projects are dependent on the primary sponsor to insure that it advances to completion. Capital projects associated with completion of the "core" greenway trail system, increasing visitor services, creating and marketing a regional identity, and increasing and enhancing the region's heritage attractions, are crucial to the overall success of the mission for the LSHG and will be diligently pursued by the LSHGI.

Figure XII-1
Project Implementation Schedule
LSHG Management Plan - Five-Year Program

		Short Term Priorities			Mid Term Priorities	
Number	Project Description	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
1 - PV1	Broad Street Streetscape Enhancement					
2 - PV6	Upper Broad Street Mixed-Use Development					
3 - PV7	Lower Broad Street Mixed-Use Development					
4 - PV2	Gateway Entrance to Old Town Perryville					
5 - PV23	Rodgers Tavern docking facilities					
6 - PV13	LSHG Initiatives	1				
7 - HDG3	David Craig Park Visitor Center					
8 - HDG17	Susquehanna Museum of Havre de Grace, Inc.					
9 - HDG10	Maritime Museum					
10 - HDG19	Waterfront Hotel					
11 - PD2a	Marina Park - Phase I Jetty	1				
12 - PD2b	Marina Park - Phase II Promenade					
13 - PD3	Marina Park - Gas House	1				
14 - PD10	Hopkins Property (60 acre historic quarry)	1				
15 - PD12	King Property					
16 - PD13	Logan's Wharf Redevelopment					
17 - TP1	Port Deposit to Conowingo Dam	2				
18 - TP3	Perryvillie to Marina Park	2				
19 - TP19	Lock Museum to Arundel (Includes North Park Trail)	1&2				
20 - TP20	Arundel property to I-95	2				
21 - TP5a	Arundel property to Susquehanna State Park	2				
22 - TP6	Tomes Landing to Hopkins Quarry		2			
23 - TP2	Rodgers Tavern to Perryville Park					
24 - TP23	Trail in Susquehanna State Park Stafford Road	2				
25 - TP 28	Trail Head facilities development	3				
26 - TP29	Water Shuttle Service					

***Notes on Schedule: 1 = Project commenced in prior year(s). 2 = Trail projects include, in most cases, routing studies in the first quarter, design/engineering in the second and third quarters of the period, and construction beginning in the final quarter. 3 = Trail head facility projects will be implemented concurrent with development of related trail sections and will involve enhancements throughout the five-year period.**

SECTION XIII - PLAN PROCEDURES

PART I: FUNDING PLAN

The Funding Plan component outlines projected sources of funding for staffing and operations, program activities, and capital projects. In many cases, the exact source of funding for capital projects has not yet been determined by the LSHGI or the project sponsor.

As shown in Table XIII-1, the Funding Plan is based on a total budget requirement of slightly more than $44 million over five years. Of this total, the MHAA is being requested to fund approximately 38% of the total. It is anticipated that local funding, including private investment, will be the source for slightly less than one half of all funding and that other sources will be about 15% of the total.

Table XIII-1
Projected Funding Sources by Category

	PROJECTED FUNDING SOURCE			
FUNDING CATEGORY	**Total Budget**	**MHAA**	**Other***	**Local**
Staffing and Operations	$1,299,912	$264,000	$205,000	$830,912
Program Activities	$4,803,000	$2,401,500	$1,128,734	$1,272,766
Capital Projects	$37,912,244	$13,930,789	**$5,070,333	**$18,911,122
TOTAL	**$44,015,156**	**$16,596,289**	**$6,404,067**	**$21,014,800**

***Note: Other includes state sources other than the MHAA and federal sources.**

****Note: Reflects estimates.**

PART II: GUIDELINES FOR AMENDING THE CHA BOUNDARY

The LSHGI may, from time to time, consider amendments to the Certified Heritage Area (CHA) Boundary. Each amendment first will be evaluated by the Technical Advisory Committee (TAC) based on criteria developed by the LSHGI. A recommendation will be presented to the LSHGI Board of Directors. Before approving or disapproving any boundary amendment, the LSHGI will hold at least one (1) public hearing in relation to the proposed amendment, at which time, interested parties and citizens will have an opportunity to be heard.

All public hearings will be conducted in accordance with provisions established by the LSHGI. At a minimum, notice of the time and place of the public hearing, together with a summary of the proposed amended boundary, will be published in at least one (1) newspaper of general circulation in the LSHG once each week for two (2) successive weeks, with the first such publication of notice appearing at least 14 days prior to the hearing.

In reaching a decision on a boundary amendment(s), the LSHGI will make findings of fact in each specific case including, but not limited to, the criteria for establishing the initial CHA Boundary as set forth in guidelines published by the Maryland Heritage Areas Authority (MHAA). The LSHGI also will consider the recommendations of the MHAA, the LSHG Steering Committee, and LSHG Technical Advisory Committee (TAC). When a proposed boundary amendment includes areas located within the Chesapeake Bay Critical Area, the LSHGI also may consider the recommendations of the Chesapeake Bay Critical Area Commission. No amendment to the LSHG boundary will be approved by the LSHGI that also has not been approved by the jurisdiction(s) in which the boundary amendment occurs.

PART III: CAPITAL PROJECTS PROGRAM AMENDMENTS

Based on consultations with the communities, key development projects in which the LSHGI may partner with the project sponsor were identified and included on the LSHG project list (see Appendix H). These projects constitute a preliminary project list for inclusion in the LSHGI's Five-Year Capital Program. The LSHGI will establish a process for screening, evaluating, and ranking additional projects to be advanced to the Five-Year Capital Projects Program. In order for a project to be considered for inclusion in the LSHGI Capital Projects Budget, it first will have to provide the following information for the LSHGI Board of Directors' consideration:

1. Introduction;
2. Project/Design Concept;
3. Historical Background and Current Status of Project;
4. Environmental Impacts of Project;
5. Economic Impact of Project;
6. Local Government Commitment to Supporting the Project;
7. Project Potential for Leveraging Private Funding;
8. Statement of the Work to be Performed;
9. Project/Design Phases;
10. Estimate of Cost;
11. Estimate of Time;
12. Organization and Management;
13. Estimate of Return on Investment; and
14. Appendices (if appropriate).

Each project will be evaluated based on criteria developed by the LSHGI. At a minimum all projects must be located in an identified Target Investment Zone.

PART IV: TIZ AMENDMENTS

Target Investment Zones (TIZs) may be expanded or new ones approved by the LSHGI if it is determined that the new TIZ, or expansion of an existing TIZ, will meet the criteria established

by the MHAA (for original TIZs) and criteria for new and expanded TIZs established by the LSHGI. The LSHGI will amend the TIZ and TIZ Project List on an as needed basis.

PART V: CERTIFICATION OF KEY CONTRIBUTING PROPERTIES

Appendix L contains a list of inventoried historic properties within each of the TIZs. Properties in the Havre de Grace and Port Deposit TIZ (communities that have established local or national registered historic districts) that are on the National Register of Historic Places are eligible for the Maryland Income Tax Credit. In addition to these properties, other properties may be eligible for the tax credit if the property is certified as being an historic property, or a non-historic property that makes or can make a significant contribution to the success of the LSHG.

The LSHGI will maintain a continuous process for certifying contributing properties upon determining that the proposed property meets the criteria for contributing properties. Such determination will be made in consultation with the Maryland Historical Trust (MHT) and the MHAA, as well as upon concurrence of the appropriate local government agency administering historic district programs and/or regulations.

SECTION XIV - MARKETING AND OUTREACH PROGRAM

The LSHGI will initiate a Marketing and Outreach Program. The following summarizes the tasks and techniques that will be used to help create a regional identity and raise awareness of the LSHG and its attractions in the marketplace.

PART I: LOCAL MARKETING AND OUTREACH RECOMMENDATIONS

Objective: Increase local awareness of the opportunities and resources available to communities and organizations within the LSHG by developing a "Public Information Program" that will inform and enlist support of the residents and local institutions. The "Public Information Program" should include the following actions in order of implementation:

- Expand Local Outreach Mailing Lists in Both Counties (Year 1): The LSHG Mailing List will be expanded to include more individuals, schools, school organizations, and libraries. It will include local government agencies, county agencies, state government agencies, and local and state representatives. The LSHG Mailing List also will include historical societies, community/civic organizations, art organizations, museums, lodging and food services, and other visitor attractions open to the public. Other public and private LSHG stakeholders that will be added to the mailing list include local media sources (especially newspapers), local radio and cable stations.

- Expand Upon the Existing Newsletter (Year 1): The LSHG Newsletter will be published on a regular quarterly schedule and distributed to a local LSHG mailing list. The newsletter will include an information section on LSHG actions and programs, a calendar of events, and articles by and about LSHGI partner institutions and organizations.

- Develop an LSHG Fact-Sheet (Year 1): An LSHG Fact-Sheet will be developed. It will include the following information: a brief history of the LSHG; relevant excerpts of the LSHG vision; maps of the LSHG area; an explanation of LSHG and its resources; and phone numbers where one can call for more information. The fact-sheet will be distributed to local tourism-related businesses, merchants, agencies, and other commercial ventures to visitor experience (see Appendix F).

- Publish a Quarterly Calendar of Events and Programs (Year 1): The LSHG Calendar of Events and Programs will be integrated into the newsletter and distributed to the local mailing list, especially newspapers, radio, and television stations. This action entails gathering information on events sponsored by LSHGI partners, such as dates, topics, and location.

- Develop a Discovery Box and Learner's Guide (Years 2 & 3): An LSHG Discovery Box and Learner's Guide for adults, seniors, and children can be used as a tool to educate residents about the history, environment, and other regional characteristics of the LSHG

(see Appendix F). The LSHG Discovery box and Learner's Guide could be available for use in public schools, senior citizen centers, and/or nursing homes. It also could be used by the Chamber of Commerce for presentations to local civic groups and business organizations. Unlike a traveling display, which is designed to inform primarily by visual stimulation and serves as a 'stand-alone' exhibit, the box and guide will be presented as a teaching module accompanied by an interpreter or teacher.

- Create a Traveling Display (Year 1): An LSHG Traveling Display will be created that incorporates a Discovery Box, LSHG Video, and LSHG Visual Presentation with large photo panels of the region. The display can be used in conjunction with the LSHG Discovery Box and Learner's Guide for detailed presentations or it can be used on its own as a visually informative exhibit. The traveling display can be used to inform an audience about the LSHG and to encourage them to become advocates and/or volunteers by promoting its vision and attractions. The traveling display serves three purposes:

  1. It will be used by LSHGI staff or by members of the LSHGI Board of Directors for presentations about the LSHG;

  2. It will be used as a static display in local public buildings, such as shopping malls, county buildings, or centrally located public areas; and

     ***Note: During preliminary discussions, the Manager of the Prime Outlets Mall in Perryville indicated the Mall's willingness to accommodate a display of this type.**

  3. It will be used at local festivals or events that feature displays or booths that highlight community organizations.

- Regular Reviews (Year 1): The LSHGI will organize an annual LSHG Review Meeting and schedule quarterly group meetings throughout the region to inform residents about the heritage area and LSHGI accomplishments. The annual review will include an Executive Director's "State of the LSHG" address that presents information about the year's accomplishments, proposed events, and future actions. The LSHGI also will conduct an annual LSHG Resident Benefits Survey to determine community perceptions of the benefits and drawbacks of living within the LSHG. Quarterly and/or annual LSHG Progress Reports will be made available to the public and located in each community.

- Use Existing Local Print and Broadcast Media to Inform Residents (Year 1): The existing newspapers in both counties will be provided with a steady stream of information and photos for use in publishing articles relating to projects and events in the LSHG. LSHG Press Releases and Press Kits will be issued at key milestones in the development of the LSHG.

Short public service announcements (PSA's) can be developed to inform residents of LSHG highlights and landmarks. Most local radio stations have allotted budgets for community PSA's and are willing to donate a deejay and limited studio time for recording a 15 or 30 second spot to use on the air. In addition, television stations with relevant programs will be contacted, such as Maryland Public Television, Outdoors Maryland, and Maryland on Location. The LSHGI will become involved with local commercial and public television stations. For example, the LSHGI could offer the grounds of an historic site or museum for a morning or evening local news broadcast. This may feature highlights of the LSHG as part of the program.

- Utilize Existing Special Events (Year 1): The LSHGI will participate in and sponsor community events to raise the profile of the LSHG. Currently, there are a number of events and festivals in the region that could be used as a platform for the LSHGI's marketing efforts and help to promote a regional image, such as the Darlington Herb Festival, the Darlington Apple Festival, the Scottish Festival, the Seafood Festival, the Decoy Festival, and the Wildlife Art & Sportsman Festival. The LSHGI will participate in these events, which offer opportunities to market and sell LSHGI products, such as tote bags, T-shirts, and other items. In return for these services, the LSHGI will use the LSHG Newsletter, Mailing List, and Calendar to advertise community events and festivals. The LSHGI also could sponsor and offer special tours during weekends and off-season times during the year to accommodate local residents. A special resident discount that offers reduced admission rates to LSHG museums and interpretive facilities for residents will be considered.

- Develop a Heritage Greenway Award Program (Year 1): The LSHGI will implement an LSHG System of Awards, which recognize exceptional preservation and conservation projects and partnership efforts within the LSHG. The award system will be a yearly event and include plaques to be displayed at annual board meetings. The award system will promote the identity and awareness of the LSHG in the region and recognize individual contributions. The LSHGI will consider partnering this effort with regional or national preservation and/or conservation organizations, such as the Sierra Club, Izaak Walton League, and the Audubon Society.

- Develop an LSHG Workshop/Training Program for Local Tourism-related Businesses (Year 1): The LSHGI will develop an LSHG Workshop/Training Program to inform owners and employees of local tourism-related businesses about the heritage area. As partners in the LSHG development effort, this will heighten their awareness concerning past, present, and future LSHG actions. Invitations to the workshop will be mailed to all relevant businesses in the LSHG and immediate vicinity. Workshops will be coordinated with local Chambers of Commerce and business associations and scheduled as to not interfere with regular business hours.

- Develop a Training Program for Front Line LSHG Volunteers and Docents (Year 1): The LSHGI will develop an LSHG Training Program for Volunteers and Docents, who will work at the museums and other interpretive facilities within the LSHG. This will be coordinated between the LSHGI and the Museum Alliance to insure that the information provided is accurate and consistent with museum standards of interpretation and the LSHG Interpretive Framework (see Appendix B). Existing museum materials will be integrated to develop an LSHG Resource and Learning Guide or a Docent and Volunteer Manual.

- Establish a Volunteer Network (Year 2): The LSHGI will form a subsidiary group, such as "Friends of the LSHG." This group will act as a network of interested individuals, who will be trained to assist in the telling of the history of the LSHG or its "story." These volunteers will be used to assist with regional events and festivals by serving as tour guides, docents, or interpreters. Significant donations of time and effort will be recognized on an annual basis at the LSHGI annual meeting.

PART II: REGIONAL MARKETING AND OUTREACH RECOMMENDATIONS

Objective: Increase regional and visitor awareness by developing a "Regional and Out-of-State Promotion and Marketing Program" for the LSHG (in coordination with existing tourism and business development entities). Market the entire region as a "product" with high visibility and impact. Recommended actions include the following:

- Expand the Regional Outreach Mailing List (Year 1): The regional outreach mailing list will include regional media sources and tourism and visitor services facilities. A press kit is a good introductory mailer and subsequent promotional materials, such as brochures and maps, will be mailed to the entire list (as such materials are developed). Press releases about LSHG events will be sent to the entire list, whereas press releases about LSHGI events or milestones will be sent only to media sources.

- Develop a Press Kit and Implement a Press Release Schedule (Year 1): Press releases will be distributed to both the regional and local outreach mailing lists for any significant LSHG event. For a start-up LSHG Press Kit, the LSHGI will use a simple pocket folder with the LSHG logo printed on the front. The press kit will contain the Executive Director's business card, the LSHG Brochure (until a brochure is developed, use existing LSHG museum/attractions brochures), an LSHG Fact-Sheet, and press release(s) concerning the latest developments. The LSHG Press Kit will be revised annually or as significant developments occur.

- Regional Distribution of the LSHG Newsletter (Year 1): The distribution of the LSHG Newsletter will be expanded by mailing to organizations outside the LSHG boundary. These mailings will include other Maryland heritage areas, out-of-state heritage areas,

such as those in Pennsylvania, as well as other local and out-of-state cultural, heritage, and tourism agencies.

- Establish a Regional Identity (Year 1): By establishing a regional identity for the LSHG, it will be promoted as a single entity. This includes trademarking the LSHG logo for the region. The logo currently is being used in the newsletter and other collateral products and also will be used consistently with any events and products associated with the LSHG, including signage, brochures, marketing pieces, and advertising.

- Conduct Visitor Surveys (Year 1): Visitor surveys will be conducted at existing museums and attractions to track visitor demographics, needs, and satisfaction. Visitor surveys will be continuously reviewed and updated. A passport ticketing program will be utilized to track visitation patterns and preferences at specific facilities. The format of the visitor survey will be coordinated with county and state surveys to facilitate comparison and uniformity of collected data (see Appendix F).

- Regional Signage Program (Year 2): The LSHGI will develop a regional directional/information signage system throughout the LSHG that incorporates the logo into sign design. Signs will be located along major roadways, at key intersections, and at major transportation terminuses, such as the Perryville MARC station. Signs will notify travelers that they are entering or exiting the LSHG. The Maryland Tourism Development Board will be contacted about cooperative signage programs for state and county highways.

- Publish an LSHG Brochure (Year 2 and Year 5): An LSHG Foldout Brochure and other guides will be published and mass distributed in and outside the LSHG region. It will be reissued after five years or sooner if major changes have occurred and include updated information such as new trail segments. The foldout brochure will describe the resources of the LSHG and include an overview of the heritage area, a brief description of its history and themes, a map of the region, and a list of key interpretive and recreational resources open to the public. The map also will include locations of the key resources listed, public transportation facilities, towns, villages, and trails.

- Apply for Maryland Tourism Development Grants (Year 1): The LSHGI will apply to the Maryland Tourism Development Board to obtain development grants to support building a stronger tourism destination. Such grants will finance most of the basic activities mentioned above.

- Designing and Developing a Web-Site for E-Tourism (Years 1 - 5): By utilizing new technology, such as the Internet, the LSHG can be promoted and marketed more effectively. An LSHG Web-Site will be created that displays the newsletter and lists attractions and resources in the region. The web-site will give a background on the LSHG, provide directions, and include a map. It will be updated quarterly and include a

special feature section, such as a video or photo tour of the LSHG. The web-site could include survey forms that will assist the LSHGI to learn about interested and potential visitors. It will provide e-commerce features, such as a virtual store that users can enter to order LSHG products as well as products from partner museums and other interpretive facilities. The LSHG Web-Site will be linked to county, state, and tourism web-sites via a hot button.

- LSHG Signature Event (Year 2): An annual signature event will be developed for the LSHG, which is designed to draw both residents and out-of-area visitors to stimulate resident and merchant interest in the heritage area.

- Market the LSHG in Regional Forums (Year 1): The LSHGI will continue to build and expand upon its relationships with local and county Chambers of Commerce and with the Maryland Office of Tourism Development, as well as create partnership opportunities for marketing the LSHG in regional tourism forums. The LSHG Traveling Display will be used on its own or in conjunction with county and state displays as a promotional devise to reach regional and out-of-state markets. The traveling display will be used at regional forums. Forums include regional and state travel and tourism shows (usually sponsored by MD Office of Tourism) and regional and state tour operator shows and conventions (usually sponsored by bus associations, travel associations, and AAA). The display also will be placed in visitor centers on major travel routes, such as the Maryland House in Harford County and the Chesapeake House in Cecil County, both located on US I-95.

- Familiarization Tours (Year 1): The LSHGI will contact the Maryland Office of Tourism Development about FAM (Familiarization) Tours, travel writers (freelance, newspaper and magazine), and tour group planners. Travel industry representatives regularly request familiarization (FAM) tours of different regions of the state from the Maryland Office of Tourism Development. These tours offer an excellent opportunity for direct contact with the people who will write about the LSHG as a destination for regional, national, and international visitors.

- Become a Member of Peer Organizations (Year 2): The LSHGI will increase its regional visibility by becoming an active member of the state's heritage program. By participating in events and programs related to the *Maryland Heritage and Tourism Areas Program*, this will position the LSHG and the LSHGI Board of Directors in the context of other Maryland Certified Heritage Areas.

- Form Intra-Regional Partnerships (Year 1): The LSHGI will foster intra-regional partnerships to ensure dependable and long term support. Forging new relationships also is a key element to early marketing and outreach efforts. The long-term success of the LSHG will depend on the LSHGI's ability to engage its members and partners. Through public meetings and interviews associated with the creation of the Management Plan, it

has become clear that a number of organizations and individuals are interested in the LSHG. Actions will include the following:

- Recruiting long-term partners from key institutions, business interests, and beneficiaries of LSHG projects;

- Expanding the Museum Alliance to incorporate all key museums and visitor resources within the LSHG. The current Museum Alliance, which includes only the facilities located in Havre de Grace, will be expanded to include facilities on both sides of the river.

***Note: The Museum Alliance could be instrumental in the development of a passport ticketing program. This includes determining volunteer or paid staffing needs for understaffed facilities, developing a coordinated curriculum of docent training programs, seminars, and workshops for each facility, and assisting the LSHGI in the management of a passport ticketing program. The Museum Alliance also could assist the LSHGI in the pursuit of grant applications, partnership projects (such as traveling exhibits), and special events (such as a family day or LSHG theme-related events).**

- Packaged Tours and Passport Ticketing Programs (Year 1): The LSHGI will implement an LSHG Packaged Tour and Passport Ticketing Program that will link heritage/visitor services and resources within the LSHG. Initially, packaged tours will be developed for specific target markets, such as day trip visitors, overnight visitors, and group or bus tours. Further expansion of the packaged tour program will include specific interests, such as biking/hiking packages, shopping excursion packages, history packages, and family packages. Packaged tour programs will include discounted access to historic and interpretive sites and museums (via the LSHG Passport Ticket), parks, recreation facilities, hotel and B&B facilities (for overnight packages), eating and drinking establishments, and water/land shuttle services. A passport ticketing program will be developed collaboratively with LSHG museums and interpretive facilities to include discounted access to multiple historic and interpretive sites and museums in an all-inclusive admissions ticket. Because many of the museums and historic sites in the LSHG are not open daily nor adequately staffed for daily operations, the LSHGI will implement a shared docent or volunteer program that supplies these facilities to ensure that visitors have daily or weekend access to all facilities.

- Group and Bus Tour Marketing and Programs (Year 1): The LSHG will implement a marketing program that specifically targets bus and group tour operators, including tour packages tailored to suit the needs of tour operators and their customers. Bus associations and group tour companies enjoy a booming business on the East Coast, particularly in the LSHG regional market area. Seniors and retirees make up a significant percentage of their customer base and many of the attractions offered in the LSHG, such as historic sites, museums, and shopping, are attractive to the senior group. Group tour operators can perform a significant amount of marketing or "leg work" for the LSHG through their own marketing and advertising programs. To attract professional tour operators, the LSHG

passport ticket program will include special discounts for groups of 40 or more (one motorcoach seats approximately 40 people) and similar discounts will be packaged for dining and overnight accommodations. The three main communities of the LSHG (Havre de Grace, Perryville and Port Deposit) initially may have to serve as staging areas for motorcoach tours because parking and visitor facilities are concentrated in these areas. Shuttle services may be used to connect outlying areas and attractions.

- Create Host Groups (Year2): The LSHGI will assist in creating a host network that will partner hotels and B&B's in the LSHG. The host network will provide mutual support among participants by combining resources to develop advertising and promotional campaigns as a group, which can offer coordinated discounts during off-peak seasons to attract more visitors.

- Develop a Public-Private Marketing Program (Year 2): The LSHGI will participate in a public/private partnership marketing program involving local, county, and state agencies, organizations, and entities. Partnerships will assist tourism-related businesses and attractions, assess their needs, and share costs. Services could include communications marketing for individual or group attractions, marketing and economic research, training, financing, business planning, and joint publications.

- Improve Interstate Coordination (Year 2): The LSHGI will develop a Maryland-Pennsylvania Heritage Partnership Association to include adjacent Maryland and Pennsylvania heritage areas, specifically the Lower Susquehanna Heritage Area (LSHA) proposed for York and Lancaster Counties, Pennsylvania. The LSHG and the LSHA could establish an information and marketing exchange program complete with seminars and other shared activities. Eventually, the LSHG and the LSHA could market jointly as a national heritage attraction.

SECTION XV - ECONOMIC PERFORMANCE

The following section provides an overview of the anticipated economic performance associated with the implementation of the Management Plan. Economic performance includes increased private investment in heritage tourism facilities, related job creation, building restoration or rehabilitation, and expanded business activity related to the implementation of the Management Plan strategies. The indicators addressed herein include the number of visitations to the region, which includes direct visitor spending (sales) and the impact of these expenditures in the region and the state, for example employment, income tax receipts, and sales tax receipts. A more detailed discussion of the methodologies used to prepare this evaluation are contained in Appendix I.

This evaluation of economic performance is a preliminary first-cut analysis that demonstrates the significant economic benefit to the region and the state of pursuing the development of a regional heritage tourism attraction in the LSHG. It should be refined as better data concerning visitations to the region becomes available. Better data will result from implementation of the marking strategies discussed Section XIV, including development of a coordinated marketing program among the key attractions in and around the region, implementation of a passport ticketing system, and use of information gathering techniques, such as the visitor survey shown in Appendix F.

PART I: NUMBER OF VISITATIONS

The analysis encompasses the entire region and the total attractiveness of the existing and planned interpretive and recreation facilities and offerings, as well as special events (discussed in Sections III and IV). The basis for assumptions for this analysis includes the following items.

1. In 1997, the LSHG attracted some 400,000 visitors. The largest attractions, in order of number of visits, were Susquehanna State Park (193,483), the Havre de Grace Decoy Museum (35,000-50,000), and Conowingo Recreation Area and Dam (33,000). Visitations to all other museums totaled 85,500 people. Even though they are located outside of the LSHG boundary, when the U.S. Army Ordnance Museum (149,000) and the Ripken Museum (15,000) are added to the visitation total, the number of visitations climbs to a little over 520,000 people. On an annual attendance basis, visitations for special events in the LSHG totaled 109,900 people.

   ***Note: The 1997 figures provided by the State of Maryland Office of Tourism Development for Cecil County (285,000) and Harford County (271,000) places the total visitations at 556,000.**

2. Out of the total number of visitors, it is estimated that approximately one quarter (117,096) visited museums and other interpretive attractions. This represents a base for estimating the potential revenues that may be derived from passport ticket sales, sales of merchandise, and food and beverage sales.

3. The most current visitor profile indicates that 62% of all visitors arrive as individuals (via car or train) and 38% come as part of a group tour (bus or other means).

4. The Discover Harford County data on visitors obtained from surveys and other sources, as well as Maryland Office of Tourism data and multipliers for the Central Region, is the most accurate representation of what can be expected in the LSHG.

***Note: State data on Cecil County is reported in the Eastern Shore Region. Data figures are compromised (biased) due to the dominant effect of travel to seashore locations on the Eastern Shore. Additionally, although Cecil County was able to provide some local tourism data, these figures were not as complete as that provided by Harford County.**

5. According to data obtained from Discover Harford County, the average visitor stay in Harford County is one day and one night. The average daily expenditure by individual visitors, such as those arriving by automobile or train, was $49 per day, not including meals. The average daily visitor expenditure by bus tour visitors was $75 per day. The average daily expenditure for food and beverages by all visitors was $50 per day.

6. A rudimentary advertising and promotion program for the LSHG will result in a minimum 5% increase in visitations in year one.

***Note: According to the 1990 Census, the market for "one-day" visitors, who are defined as people residing within 125 miles of the LSHG, is approximately 22.3 million people, or 8.2 million households. The market for overnight visitors, who are defined as people residing within 300 miles of the LSHG, is approximately 65.7 million people, or 24.5 million households. Based on these numbers the attractions in the LSHG currently are capturing about 0.61% of the population within a 300-mile radius. A 5% increase would raise this capture rate to 0.64% (see Section VI).**

7. The results of a more effective and targeted marketing program and promotion in subsequent years, along with completion of the "core" greenway trail system in year three, the addition of new interpretative facilities (such as Principio Furnace), and improvements to existing interpretative venues should result in visitation increases (new visitors) of 5% in years one and two, 8% in year three, and 10% in years four and five. Projected new visitors to the LSHG (growth objectives) are 23,419 in the first year, 24,590 in the second year, 41,311 in the third year, 55,770 in the fourth year, and 61,347 in fifth year. Projected new visitor days are 1.5 times the number of new visitors. Visitations to museums and other interpretive facilities, anticipated to be part of a passport ticketing system, should grow proportionate to the overall growth in visitations.

***Note: During the next two years, Discover Harford County and the Maryland Office of Tourism Development are instituting new marketing programs to significantly increase the promotion of nature tourism throughout Maryland. These initiatives bode well for marketing and funding of greenway and trail-related activities in the LSHG and also should help boost visits to the region.**

The annual growth projections show modest increases over the base. During the course of the Five-Year Business Plan overall growth in visits (206,437 people) will be

approximately 44% of the 1997 estimate. Given the number and variety of attractions, the size of the LSHG, and the fact that the current level of visitation (which is highly seasonal in nature) are not perceived as over development of the industry, nor as a danger to the resources, projected growth should not threaten over use of resources or disrupt the existing quality of life.

PART II: VISITOR SPENDING IMPACTS

The economic performance analysis looks at the direct and indirect impacts of visitor spending in the region. The analysis also considers additional potential income to the LSHGI and the interpretive entities that are LSHGI's partners based on the sales of passport ticket packages and merchandise sales at interpretive facilities and special events. Finally, the analysis includes an evaluation of other economic benefits including private investment, job creation, building restoration or rehabilitation, and expanded business activity related to the implementation of the Management Plan strategies.

On the cost side, the return on investment analysis considers the MHAA's investment in the region versus the direct spending and the indirect economic impacts. The MHAA is being requested to provide nearly $16.6 million in funding for staffing and operations, program activities and capital projects. The steps in the analysis are as follows:

1. Calculate the number of new visitor days expected (if an average visitor spends one day and one night in the region this is calculated as 1.5 visitor days as it is likely that the visitor will make additional expenditures on the day they depart, such as breakfast, lunch, and fuel);

2. Multiply the daily expenditure of visitors times the number of new visitor days (see Table XV-1); and

3. Apply a multiplier to determine the total economic impact and tax revenues generated (see Table XV-2).

New visitors will mean higher demand on services, including accommodations, dining, shopping, and infrastructure. Based on current visitor profile information, it is anticipated that demand will increase in the areas of recreation services and facilities, water activities, nature tourism and visiting museums and historic sites. An increase in visitors also will generate an increase in demand for accommodations, which will support development of additional hotel and bed and breakfast facilities as well as dining establishments (85% of visitors dine at local restaurants). It is estimated that within the five-year time-line more than 100 additional bed and breakfast rooms, 125 additional hotel rooms, and 23 additional camping spaces will be needed to meet the increased demand. These opportunities will spur private investment in new facilities and additional investment in existing facilities. Many of the proposed program activities of the LSHGI will add to the favorable climate for private investment and will provide incentives to

encourage the development of new facilities, particularly the adaptive re-use of historic structures located in the Target Investment Zones (TIZs). In fact, prior to undertaking this application for certification, it is estimated that nearly $6.15 million of private investment has been or currently is being expended on related projects in the LSHG.

Table XV-1
Estimated Direct Visitor Expenditures

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	5 Yr Total
VISITORS						
New Visitors	23,419	24,590	41,311	55,770	61,347	206,438
Increase Factor	5%	5%	8%	10%	10%	
New Visitors Days	35,129	36,885	61,967	83,656	92,021	309,658
- Individual	21,780	22,869	38,420	51,866	57,053	191,988
- Tour	13,349	14,016	23,547	31,789	34,968	117,670
EXPENDITURES						
Average Daily Expenditures						
- Individual	$2,156,201	$2,264,011	$3,803,539	$5,134,777	$5,648,255	$19,006,784
- Tour	$1,668,614	$1,752,045	$2,943,436	$3,973,638	$4,371,002	$14,708,736
TOTAL (Expenditures)	**$3,824,816**	**$4,016,056**	**$6,746,975**	**$9,108,416**	**$10,019,257**	$33,715,520

The evaluation of economic potential also includes income sources for the LSHGI that can be used to underwrite staffing and operations and program activities. This will help insure that the LSHGI becomes a self-sustainable organization within the five-year time-line. This analysis was based on the following assumptions:

1. The LSHGI will develop a passport ticketing system in cooperation with the interpretive facilities. Revenues derived would be shared at the rate of 80% for the museums and other facilities and 20% for the LSHGI.

   ***Note: Many of the existing museums do not charge any admission fee to visitors. New revenues derived from ticket sales should be beneficial to these organizations. Other museums, such as the Decoy Museum which currently charges admission, may have to be guaranteed no loss of revenues. Museums and other interpretive facilities will derive benefits, namely an increase in visitations, as a result of the marketing and promotion efforts of the LSHGI.**

2. As a result of early efforts by the LSHGI to assist existing and new interpretive venues to develop and enhance their offerings, coupled with the completion of the "core" greenway trail system in year three, visitors will perceive the value of paying $4.50 for a passport ticket in years one and two, $6.00 per passport ticket in year three, and $7.50 for a passport ticket in years four and five.

   ***Note: Estimated passport ticket prices are an average based on the assumption that a variety of ticket and price options will be available, for example seniors and school age children may be discounted. Passport tickets also may include bridge discounts worked out with the Toll Authority and discounted fares on the proposed water shuttle.**

3. Partner facilities will permit and promote the sale of LSHG merchandise at each establishment from which they will receive 20% of the net revenues. Overall net profit on merchandise is estimated to be 20%.

4. It is estimated that current average annual visits to museums and other interpretive/recreational facilities totals some 356,983 people. Growth in these visits should parallel that of the region, for example 5% in the first year, 5% in second year, 8% in third year, and 10% in the fourth and fifth years.

5. The average per person sales receipt on LSHG merchandise should be $2.50.

***Note: This equals about the cost of a refrigerator magnet in the shape of the LSHG logo.**

6. The analysis does not include other sales, for example sales of LSHG merchandise at special events (109,900 people attended special events in the LSHG in 1997) or materials for self-guided hiking and biking tours.

As can be seen from Table XV-2, the proceeds from packaged tours with passport ticketing and merchandise sales have the potential for significant benefit to the interpretive facilities. Ticket and merchandise sales present an opportunity for the LSHGI to become a sustainable organization and are a potential source of funding to help implement other strategies outlined in the Management Plan.

Table XV-2
Estimated Revenues from Passport Ticket and Merchandise Sales

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	5 Yr Total
Base Visitors	122,951	129,098	139,426	153,369	168,705	713,548
Increase Factor	5%	5%	8%	10%	10%	
Passport Sales ($4.50 per)*	$55,328	$580,941	$836,555	$1,150,264	$1,265,290	$3,888,378
- To Partners (80%)	$44,262	$464,753	$669,244	$920,211	$1,012,232	$3,110,703
- To LSHGI (20%)	$11,066	$92,951	$133,849	$184,042	$202,446	$624,354
Merchandise Sales						
- Gross	$61,475	$322,745	$348,565	$383,421	$421,763	$1,537,969.83
- Net	$12,295	$64,549	$69,713	$76,684	$84,353	$307,593.97
- To Partners (20%)	$2,459	$12,910	$13,943	$15,337	$16,871	$61,519
- To LSHGI (80%)	$9,836	$51,639	$55,770	$61,347	$67,482	$246,075
TOTAL (Impact)	**$116,803**	**$903,686**	**$1,185,120**	**$1,533,685**	**$1,687,054**	**$5,426,348**
Fees and profits to LSHG	**$20,902**	**$144,590**	**$189,619**	**$245,390**	**$269,929**	**$870,429**
Fees and profits to partners	**$46,721**	**$477,663**	**$683,187**	**$935,548**	**$1,029,103**	**$3,172,221**

***Note: This assumes that all museums will not participate in Year 1 and merchandise sales will reach 10% of potential.**

Table XV-3
Estimated Economic Impacts

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	5 Yr Total
VISITORS						
New Visitors	23,419	24,590	41,311	55,770	61,347	206,438
Increase Factor	5%	5%	8%	10%	10%	
TOTAL (Visitor Expenditures)	**$3,824,816**	**$4,016,056**	**$6,746,975**	**$9,108,416**	**$10,019,257**	**$33,715,520**
ECONOMIC IMPACT (SALES)						
- Region (2.385 Multiplier)	$9,122,185	$9,578,294	$16,091,535	$21,723,572	$23,895,929	$80,411,31
- State (2.828 Multiplier)	$10,816,578	$11,357,407	$19,080,444	$25,758,600	$28,334,460	$95,347,490
Total (Sales)	**$19,938,764**	**$20,935,702**	**$35,171,979**	**$47,482,172**	**$52,230,389**	**$175,759,005**
Employee Income	$1,065,267	$1,118,530	$1,879,131	$2,536,826	$2,790,509	$9,390,263
Income Tax						
- State (Ratio 0.038)	$40,480	$42,504	$71,407	$96,399	$106,039	$356,830
- Counties (Ratio 0.025)	$26,632	$27,963	$46,978	$63,421	$69,763	$234,757
Total (Income Taxes)	**$67,112**	**$70,467**	**$118,385**	**$159,820**	**$175,802**	$591,587
State Sales Tax	$191,241	$200,803	$337,349	$455,421	$500,963	$1,685,776
TOTAL (Economic Impact)	**$21,262,384**	**$22,325,502**	**$37,506,844**	**$50,634,239**	**$55,697,663**	**$187,426,631**
EMPLOYMENT						
Employment (Regional)	119	125	210	284	312	1,050
Employment (State)	138	145	243	329	362	1,217
TOTAL (Employment)	**257**	**270**	**454**	**612**	**674**	2,267

PART III: CONCLUSION

As summarized in Table XV-3 above, implementation of the Management Plan is projected to have a significant positive economic impact in the LSHG and the State of Maryland. New visitors are expected to spend in excess of $33 million. These sales will in turn generate $80 million in the regional economy and an additional $95 million statewide. Sales tax receipts from new spending will exceed $1.68 million (this does not include tax receipts to Cecil County from the county's 5% room tax). Direct and indirect employment is expected to result in the creation of 1,050 new jobs in the region, 1,217 in the state, and $9.39 million in new payroll. State and County income tax receipts is projected at $591,587. Passport ticketing and other merchandise sales are expected to generate an additional $5.4 million in impacts (see Table XV-3). This includes a little over $870,000 for the LSHGI and a little over $3.1 million for its partners. In total, the projected economic impact associated with implementation of the Management Plan is in excess of $187 million, demonstrating that there is the potential for a substantial return on the approximately $16.6 million investment being requested of the MHAA.

GLOSSARY OF TERMS

The following are a list of definitions as they appear in the *Lower Susquehanna Heritage Greenway Management Plan*. Standard definitions, as they pertain to current heritage preservation efforts, resources, and accounts, may be defined as follows:

- **Certified Heritage Area (CHA):** the second stage of a two-stage competitive process for jurisdictions to qualify for the full range of financial and other benefits available from the Maryland Heritage Preservation and Tourism Areas Program. CHA status is granted by the Maryland Heritage Areas Authority (MHAA) following preparation of a Management Plan.
- **Cultural Resources:** social or ethnic traditions illustrated by historic events and having influence on the historical development of an area, such as festivals, activities, folklore, immigration, music, technology, and/or art. Cultural resources are a heritage resource component;
- **Heritage:** something handed down from one's ancestors or past as a characteristic, a culture, a tradition, a social mode or norm. Heritage forms the basis for communities and their historical development as well as the man-made cultural influences left on the natural environment;
- **Heritage Area:** regional historic identities that are a Maryland "Smart Growth" tool for preservation and community revitalization (markedly different from traditional protection programs centered on historic districts);
- **Heritage Preservation Initiatives:** "Smart Growth" revitalization programs, legislation, and/or regulations concerned with the preservation and protection of not only historic resources but heritage resources as well, ie., social characteristics, cultural influences, downtown areas, local arts and crafts, and local traditions, for the purposes of education, interpretation, community development, structured growth, and economic development through "heritage tourism;"
- **Heritage Resources:** heritage resources are the physical and non-physical elements of the past and present. As a physical element of the past, heritage resources represent historic buildings, natural settings, and structures. As a non-physical element of the present, heritage resources represent the aesthetics of history, such as education, interpretation, cultural influences, revitalization strategies, tourism, arts and crafts, and community traditions and values;
- **History:** all recorded events of the past;
- **Historic District:** a district within a County or Municipal Zoning Ordinance designed to supply regulatory protection for historic structures and sites (historic resources);
- **Historic District Overlay Zone:** a zoning district applied to a County or Municipal Zoning Ordinance, which is designed to supply regulatory protection for historic structures and sites (historic resources);
- **Historic District Commission:** an appointed and/or elected governmental body or entity that oversees the processes and legal functions of historic districts;

- **Historic Interpretation:** any entity involved in the interpretation or "telling" of history, such as interpretive facilities (for example museums) and historic preservation organizations (for example historical societies);
- **Historic Preservation Initiatives:** programs, legislation, and/or regulations concerned with the preservation and protection of historic man made or human influenced resources, such as historic buildings, structures, natural settings, sites, or areas associated with significant historic personalities;
- **Historic Preservation Plan:** a plan concerned supplying recommendations for the protection of historic structures and sites, often used as a programmatic basis for the designation of historic districts and other historic preservation policies;
- **Historic Resources:** historic resources are the physical remainders of the past, such as buildings, structures, natural settings, and significant sites and personalities;
- **Historic Structure Rehabilitation/Restoration:** efforts involved in the restoration or rehabilitation of historic structures, such as physical improvements and the replacement of damaged historic features. According to State and Federal sources, restoration and rehabilitation efforts and/or changes must not impair the historic integrity of a structure;
- **Historic Structure Adaptive Re-use:** efforts involved in restoring and utilizing an historic structure for economic ends (something other than pure residential use), such as business offices, retirement facilities, antique stores, bed & breakfasts, and restaurants. According to State and Federal sources, adaptive re-use must not impair the historic integrity of a structure;
- **Interpretive Facilities:** any entity or organization involved in the interpretation and display of history at a particular location, such as museums, national parks, or heritage area visitor centers;
- **Lower Susquehanna Heritage Greenway (LSHG or Heritage Area):** Maryland heritage area located in Cecil and Harford Counties, bordering the Lower Susquehanna River and including the City of Havre de Grace, the Town of Port Deposit, the Town of Perryville, and the Village of Darlington;
- **Lower Susquehanna Heritage Greenway Incorporated or Inc. (LSHGI):** a non-profit organization composed of a Board of Directors that oversees the day to day operations of the Lower Susquehanna Heritage Greenway;
- **Maryland Department of Natural Resources (DNR):** a State of Maryland regulatory agency largely responsible for the protection and conservation of natural resources.
- **Maryland Department of Natural Resources - Program Open Space (POS):** a division of the Department of Natural Resources, POS assists the state and its local governments in acquiring land for recreation and open spaces. POS also assists in the development and implementation of recreational initiatives and facilities.
- **Maryland Department of Housing and Community Development (MDHCD):** a State of Maryland regulatory agency largely responsible for community housing, revitalization, and development issues within Maryland.
- **Maryland Historical Trust (MHT):** the principal operating unit within the Division of Historical and Cultural Programs, which is an agency of the Maryland Department of Housing and Community Development (MDHCD). The MHT identifies, studies,

evaluates, preserves, protects, and interprets the state's significant historic and cultural resources;

- **Maryland Inventory of Historic Properties:** contains districts, sites, buildings, structures, and objects of known or potential value to the prehistory, history, terrestrial and underwater archaeology, architecture, engineering, and culture of the State of Maryland;
- **Maryland Office of Planning (MOP):** a department of the Maryland State Department of Planning (a cabinet level agency), assisting local governments in community development and planning issues.
- **Maryland Register of Historical Properties:** the States's list of districts, buildings, sites, and objects considered worthy of preservation as significant in American history and/or culture. The Maryland Register of Historic Properties parallels the National Register of Historic Places;
- **National Register of Historic Places:** the federal government's official catalogue of objects, buildings, structures, sites, and districts that have significance in American history, architecture, archeology, engineering, and culture;
- **Natural resources:** resources that comprise a natural landscape or components of nature, such as rivers, creeks, streams, mountains, and forests;
- **National Trust for Historic Preservation:** established by the U.S. Congress in 1949 as an organization to preserve and protect the nation's historic buildings and their surrounding neighborhoods and landscapes.
- **Recognized Heritage Area (RHA):** the first stage of a two-stage competitive process for jurisdictions to qualify for the full range of financial and other benefits available from the Maryland Heritage Preservation and Tourism Areas Program. RHA status was granted the LSHG in 1997 by the Maryland Heritage Areas Authority (MHAA).
- **Scenic resources:** natural features or settings that are part of or intrinsic to the character, value, and personality of natural, cultural, historic, and/or heritage resources; and
- **Viewshed:** a scenic overlook or location where historical, cultural, natural, and other resources co-exist in a harmonious environment which is appealing to the human eye.

Lower Susquehanna Heritage Greenway

Management Plan

Appendices

Prepared By

Redman/Johnston Associates, Ltd.
ICON Architecture, Inc.
Garden Architecture Landscape Architects

May 2000

LOWER SUSQUEHANNA HERITAGE GREENWAY MANAGEMENT PLAN

APPENDICES

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APPENDIX A - HISTORY OF THE LOWER SUSQUEHANNA REGION

The Lower Susquehanna Native Landscape Era (Pre-1620s)

A Natural Crossroads - The Lower Susquehanna Region's original land form defines the area's character and landscape, having created an environment ideal for human development. The Lower Susquehanna Heritage Greenway straddles the fall line that divides the Appalachian Piedmont Province from the Atlantic Coastal Plain. The majority of the corridor is located on the Piedmont Plateau, characterized by rolling to steep slopes. The landscape changes to form a coastal plain near the mouth of the Susquehanna River, which bisects the corridor. Scenic high granite cliffs are found along the river's banks in the vicinity of Susquehanna State Park and Port Deposit.

The most significant natural features of the area are the head of the Chesapeake Bay and the Susquehanna River, which have formed a natural water crossroads for humans, flora, and fauna. The Susquehanna River is the largest freshwater river on the East Coast and responsible for much of the estuarine ecosystem of the Chesapeake Bay. Large forested areas and wetland cover run parallel to the river, providing refuge and habitat for many species of birds and plants, found in both Cecil and Harford Counties. Where the river meets the Bay, the Susquehanna Flats were created and provide an important habitat for fish, aquatic vegetation, and migratory birds. Other water resources include a great number of tributary streams to both the river and Bay. These tributaries include: Principio Creek; Deer Creek; Octoraro Creek; and the two Rock Run Creeks.

Pre-History and Native American Life - Human presence in the Lower Susquehanna Region has been traced back to the Paleo-Indian Stage (13,000-7500 BC). The same time period saw the melted-glacial creation of the Chesapeake Bay and subsequent formation of rivers, variations of plant and animal life, and great deposits of extractive materials. Paleo-Indian groups were small and nomadic, tracking game and gathering natural resources for survival, a hunter-gatherer existence. Gradually, groups became less mobile and more sedentary, forming tribes and settling along the Susquehanna River for food, water, and transport. These tribes benefitted from environmental changes, agricultural developments, and more sophisticated tools, which established villages with an agrarian base. In what is now known as Maryland and Delaware, a relatively peaceful intertribal lifestyle was maintained until the Susquehannock warriors initiated an aggressive takeover of tribes and surrounding lands.

Susquehannock appears to have been the Algonquin name for "the people of the Muddy River" or the Susquehanna River. Estimates of their population before European Colonization range between 5,000 and 7,000 in 1600, spread across the Mid-Atlantic Region. They lived in large fortified villages that stretched along the northern end of the Chesapeake Bay, the Susquehanna River and its tributaries, across Pennsylvania, into present day New York. Archeological evidence points to a common ancestry between the Susquehannocks and the Iroquois people.

At the time of European contact, the Susquehannocks were considered the most formidable tribe in the mid-Atlantic region, being described as hostile, warlike, and imperialistic. The Susquehannocks had many enemies and were bitter antagonists. Algonquin neighbors, such as the Powhatan in Virginia, experienced constant warfare with the Susquehannocks. The Powhatan of Virginia called them cannibals and fear of the Susquehannocks was one reason why the Powhatan were not completely opposed to European settlement, which supplied additional protection. Using canoes for transport, Susquehannock war parties would routinely attack Delaware and Virginia tribes. War raids often traveled down the Chesapeake Bay, where the Naticoke, Conoy, and many other tribes were terrorized.

Other Native American settlements included Garrett (or Palmer's) Island, which was settled by prehistoric cultures from the Archaic Period and whose inhabitants survived until the first Contact Period with the Europeans. From the Resource Study, the Maryland Historical Trust Records indicated seven prehistoric sites within Harford County and twenty-five sites within Cecil County.

Early Colonial Exploration - The first European presence along the Atlantic Coast of Maryland was Italian explorer Giovanni de Verazzano and his French crew in 1524. Almost 100 years later, Captain John Smith led an expedition from the recently-established Jamestown colony. In 1608, Smith and his 12-man crew traveled north along the Chesapeake Bay, exploring the Sassafras, Elk, North East, and Susquehanna Rivers. The exploration landed near what is today known as Port Deposit (since the river was unnavigable past this point). On this spot, Smith encountered the Susquehannock Indians. In later history, this spot would be known as Smith Falls.

Captain John Smith

Smith's first experience with the Susquehannock tribe was described in his history of the journey published in 1624, *The Generall Historie of Virginia, New England and the Summer Isles*. Included is a drawing done by Smith and a written account of the Susquehannocks as "the strangest people of all these countries, both in language and attire." In one account, Smith described the Susquehannoks as "giants." One man adorned the "...head of a wolf, hanging in a chaine for a jewel, his tobacco pipe, three quarters of a yard long with prettily carved birds and deare, or some such device at the great end, sufficient to beat out one's braines, with bows, arrows and clubs, suitable to their greatness." In later years, Swedish settlers also remarked about the impressive stature and unique qualities of the Susquehannocks.

Many artifacts of the Susquehannocks, and other indigenous Indian tribes, remain in the Lower Susquehanna Region. Even today, darts, spear-heads, stone axes, weapons, and other tools can still be found. In addition, sculpted rocks or petroglyphs can be examined just a short distance above the mouth of the Conowingo Dam. Hieroglyphic engravings depict cat-like animals and their historical significance has not yet been determined. These artifacts are an invaluable

testament to a highly sophisticated culture that developed long before European exploration and colonization.

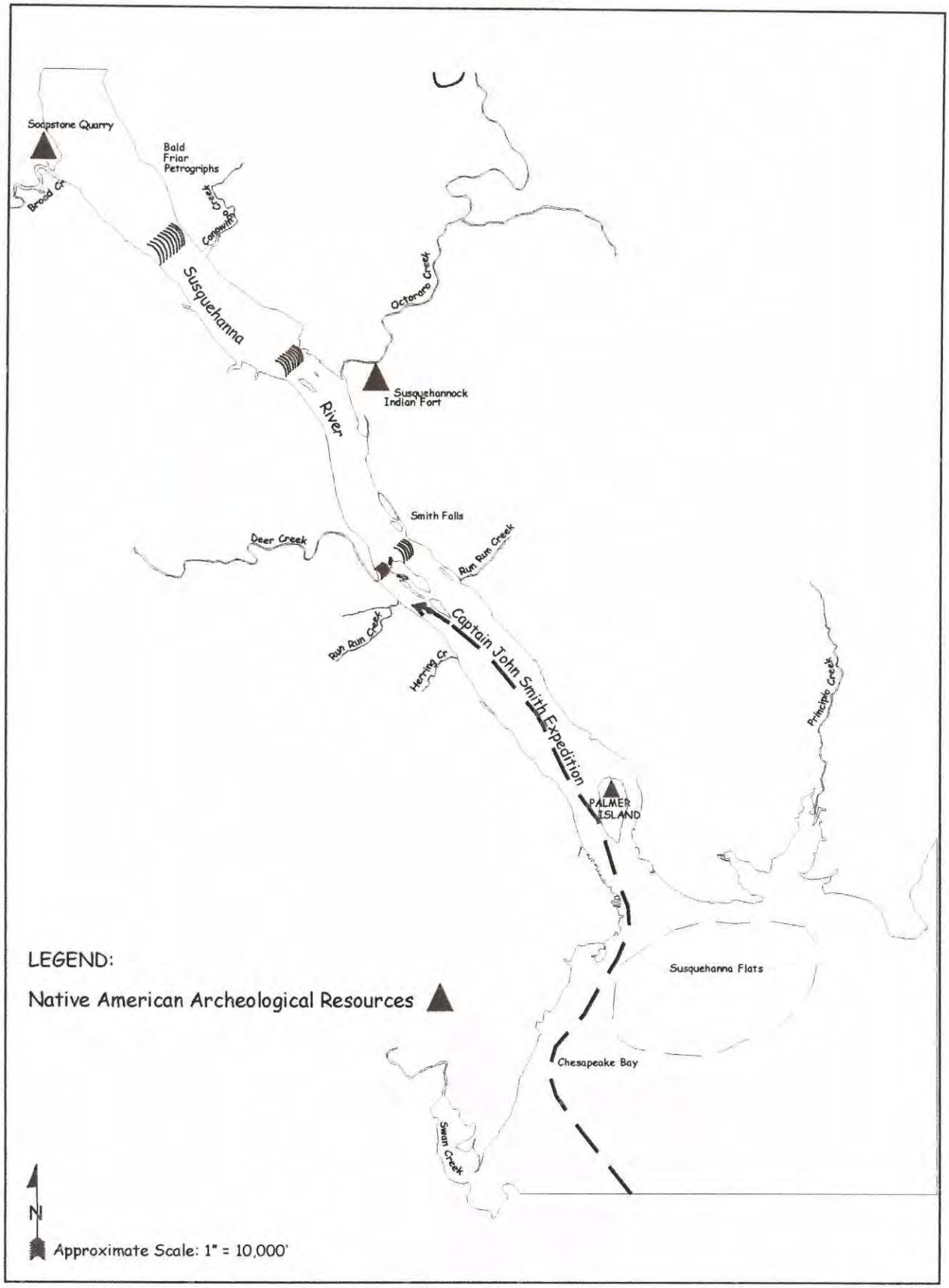
The Demise of the Susquehannocks - Upon the arrival of European explorers in the early 17th century, the Susquehannocks were the dominant tribe, having built a fort near the mouth of the Octararo Creek and a village near Rock Run. Around 1631, the first English settlement in Cecil County was established on Palmer's Island by William Claiborne. Claiborne's base of operations was a trading post settlement on Kent Island, which ran frequent expeditions up to the Lower Susquehanna Region. The settlement at Palmer's Island functioned as a fur trading post, when the English in Virginia had become interested in trading with the Susquehannocks. However, as early settlement progressed, the friendly trade relationship would become strained by Catholic settlement in 1634.

Gradual encroachment on Susquehannock lands by English settlers and attempts to introduce Christianity forced a series of incidences and confrontations. By 1642, the governor of Maryland openly declared the Susquehannocks as colonial enemies and ordered them to be shot on sight but hostilities soon ended in 1645 with a signed treaty relinquishing the Choptank and Patuxent Rivers to the new colony.

By the 1660's, years of tribal warfare, confrontations with the English, and a series of small pox epidemics had begun to take their toll on the Susquehannocks. Having suffered a bitter defeat from warring Iroquois tribes and having been driven from Pennsylvania, by the fall of 1669, there were only 300 Susquehannock warriors left alive. Eventually, they were invited by the Governor of Maryland to settle on the upper Potomac River but this action was deeply resented by the colonists. In 1675, an armed force led by Colonel John Washington (the great-grandfather of George Washington), besieged the Susquehannocks in an old fort on the Potomac and drove them off.

Eventually, the Susquehannocks found their way back to Pennsylvania, having been taken in by sympathetic Quaker missionaries. Their long years of warfare and dwindling numbers prompted a more peaceful existence but white settlers continued resentment. For their own protection against an armed mob, the few remaining Susquehannocks were arrested and placed in a jail at Lancaster, Pennsylvania but the mob eventually broke into the jail and killed them. The last fourteen Susquehannock Indians then vanished from the pages of history.

Pre-1620


Soapstone Quarry
Bald Friar Petrogriphs
Broad Cr
Conowingo Creek
Susquehanna
Octoraro Creek
Susquehannock Indian Fort
River
Smith Falls
Deer Creek
Run Run Creek
Run Run Creek
Herring Cr
Captain John Smith Expedition
Principio Creek
PALMER ISLAND
Susquehanna Flats
Chesapeake Bay
Swan Creek
LEGEND:
Native American Archeological Resources
N
Approximate Scale: 1" = 10,000'

George Calvert, the First Baron of Baltimore (*Atlas of Historical Maps of Maryland, 1608-1908*, The Johns Hopkins University Press).

The Colonial Period: Early European Settlement (1620-1775)

Land Control and Early Settlements - George Calvert, the first Baron of Baltimore, was the original founder of Maryland having secured a charter from Charles I in February of 1631 for lands south of the James River. However, Calvert was Catholic and his acquisition was opposed by Protestants, such as William Claiborne.

As a result, Calvert's second request for lands north of Virginia was granted. These lands became known as Maryland in honor of the Tutor Queen Mary. However, before the charter could be officially sealed, Calvert died in London. His eldest son, Cecilius (Cecil) Calvert was eventually granted the charter on June 20, 1632. Cecil's brothers, Leonard and George, mounted the first expedition to the new colony.

In 1634, the *Ark* and *Dove* brought the Calverts and some 200 settlers up the Potomac River to St. Mary's City. The first town in Maryland was formed here on March 27, 1634. In 1658, several colonists ventured north to areas that would later become Cecil and Harford Counties. Conditions were difficult and amenities few, although, vegetation and animal life were abundant. In this area, William Claiborne was involved in fur trade with the Susquehannocks on Palmer's Island, which established years of conflict between the Protestant Claiborne and the Catholic Lord Calvert. In later years, many settlers in the area would be involved in the growing of tobacco.

In 1658, the first permanent settlement in Cecil County was formed, a short distance northwest of Carpenter's Point and not far from Principio Creek. Because of the enormous value of the fur trade, and other natural resources located within the Susquehanna region, what followed were years of struggle concerning land ownership with Native American, British, Dutch, and Swedish interests all represented. The Dutch had long held claim to the area from their locations along the Delaware in New Amstel (New Castle) and the established settlements within New Amsterdam (New York). The years from 1660-1680 were marked by bitter disputes and warfare. These confrontations ended with an English victory over the Dutch and the acquisition of Holland's new world possessions, which included lands in northern Maryland.

In 1661, Augustine Herrmen, a native of Prague, became one of the earliest and most noted settlers of Cecil County colonial history, claiming Bohemia Manor and much of the surrounding land as the family plantation. He proposed that the surrounding area be named after Cecilius, the second Lord Baltimore, and in 1674, Governor Charles Calvert established the boundaries of Cecil County. During this same period, the English erected forts on Watson's and Spesutia Islands. In the late1600s, the toll ferry, established at the mouth of the Susquehanna River,

attracted inns and taverns along the roads, further encouraging settlement. Settlements usually developed at the crossroads of trade and commerce. Counties also were soon formed as seats for colonial government. Cecil County was formed in 1679 and later Harford County in 1773. Harford County was named for the son of Frederick Calvert, the last Lord Baltimore.

Cultural Development and the Imprint of Folk Life - Early colonial development in Cecil and Harford Counties was marked by settlements in William Penn's lands to the north. In 1681, Penn received a charter for Pennsylvania from King Charles II of England and in 1682, an additional grant was given to Penn by James II, Duke of York for lands on the West bank of the Delaware River and Bay (formally Dutch possessions). Eventually, disputes arose between Maryland and Pennsylvania over the possession of lands bordering Penn's new colony, which would continue for many years until the Mason-Dixon line was established. However, the cultural affects of Pennsylvania Quakers, and other immigrant groups, left a strong imprint on the Lower Susquehanna Region.

The Swedish, Dutch, Quaker, and Catholic elements that formed the early cultural creation of the Lower Susquehanna region later would be reflected in the social, economic, and political developments of the years to come. Beyond the realm of religious differences and confrontations, these settlers brought a unique mix to the traditional attitudes of the English colonizers, setting the stage for the American Revolution, the Quaker sponsored Underground Railroad, and Maryland's divided psychology during the Civil War.

Many Quakers settled in Maryland during the early 18th century, some along the Octoraro Creek in Cecil County and others founding the Village of Darlington in Harford County. In the 1720s, Nathaniel Rigbie was the owner of more than 2,000 acres of land called Phillip's Purchase in Harford County. In 1737, he sold 3 ½ acres to the Quakers in which the Village of Darlington grew as a town. Darlington's picturesque architecture and landscape exemplifies an 18th century agrarian settlement, with one important structure being Kenneth Walker's Store, considered one of the earliest buildings in Darlington and used as a store continuously through the years. The town is now listed on the National Register of Historic Places. Quakers also settled in the Nottingham Lots in Cecil County. During the years from 1689-1715, the Nottingham Lots, portions of land formally belonging to Maryland, were annexed by William Penn, who took full advantage of Lord Baltimore's troubles during the reigns of James II and later William and Mary.

There also were strong Scottish-Irish and Welsh elements within the new colony, settling in the areas of New Munster and the Welsh Tract in Cecil County. Hardy Scotch-Irish settlers played an important role in Cecil County history. During the overthrow of the Catholic King James II in England, many of these settlers supported the crowing of the Protestant King and Queen, William and Mary. This initiated many years of bitter power disputes over religion in Maryland,

leading to Benedict Leonard Calvert's conversion to Protestantism in 1715. Holding a strong belief in religious and civil liberty, derived from their many years of strife and confrontation with the Catholic Irish and the English Crown in Northern Ireland, early Scotch-Irish immigrants prompted an active response for the colonial cause during the American Revolution introducing a revolutionary spirit into the area.

The Welsh Tract was founded in 1701 by Welsh Baptists (a small part of this land is in Cecil County). Founded under the same premise as the Nottingham Lots, William Penn attempted to establish another protective barrier with the Welsh Tract between Maryland and Pennsylvania by introducing Protestant elements. He was trying to get navigable access to the Chesapeake Bay. In 1725, these Welsh immigrants eventually founded a furnace and forge for iron on the Christina Creek, near the Iron Hill mine. By the early 18th Century, Protestantism was beginning to flourish in Cecil County. The Welsh Baptists and Episcopalians from North East and Port Deposit were both reflections of the continuing border disputes between Lord Baltimore and William Penn.

Early Transportation Modes: The River and the Post Roads - Access into the region by land was slow along the coastal plain area. But in the late 1600s, a north-south road system was developed, which served to connect Alexandria, Virginia to Philadelphia, Pennsylvania. The Post Road was conceived and built at the current location of Center Street in Port Deposit. By 1670, a ferry linked the road across the Lower Susquehanna River. In 1687, the Post Road (now Route 7) was established at the mouth of the Lower Susquehanna River (where Havre de Grace and Perryville are now located). These early road networks established a transportation and ferry system (known as the Upper and Lower Ferries) throughout the area, which further promoted trade, expansion, and settlements. The river often was used to facilitate transportation among cities along the East Coast. At that time, the ferry was the most direct means of transportation across the Lower Susquehanna River, therefore, Havre de Grace and Perryville, towns on opposite shores of the river, greatly benefitted from this route.

In 1671, Augustine Herrmen obtained a grant from Lord Baltimore for lands, which extended from the mouth of the Appoquinimink Creek and west from the Delaware River to the boundaries of Bohemia Manor. He envisioned a canal link from the Chesapeake Bay to the Delaware Bay, which was discussed even at this early date. Herrmen selected these lands because they would prove the best suited for a canal and he wisely positioned himself for future profit. Even in the late 1600's, the beginnings of industry and transportation were beginning to be imagined and formulated. In later years, Herrmen's eldest daughter Anna Margaretta, and her husband, would marry their eldest daughter to Edward Shippen of Philadelphia, of whom Benedict Arnold was a descendant.

An Agrarian Society and Early Industry - Traditional agricultural products, such as tobacco, were shipped directly to England in hogsheads or large barrels. Much of the early shipping industry of the Susquehanna region was based on trans-Atlantic trade with the Mother country. Until prices began to decline, tobacco yielded large and profitable returns. This gave rise to the

great plantations of the Old South and the slave trade. As part of the early shipping network, slaves were brought to Cecil and Harford counties from the coast of New Guinea. Ships would travel from England to New Guinea, pick up a slave cargo, and sail to the colonies. These same ships would then travel up the Chesapeake Bay to various tobacco plantation docks, unloading the slaves and loading tobacco for shipment back to England. Many of the early constables, tax collectors, and ferry operators of this time were paid with tobacco.

Tobacco agriculture retained its dominance in Maryland's economy during the 1600s. However, an eventual surplus caused prices to plunge and its value to diminish. In response to this overabundance, grain crops were substituted by farmers. Flour mills were built using the tributaries of the Susquehanna River as a power source. Two such examples are the mill at Rock Run in Port Deposit, which was built in 1731 and the later Rock Run Mill located in Susquehanna State Park in Harford County.

Early Grist Mill (courtesy of the Harford Historical Society).

General George Washington as Commander of the Continental Army.

The American Revolution: A New Order (1775-1783)

Political Events - The colonial ties to England gradually eroded over the course of the 18th Century. Oppressive taxation acts aimed at the colonies to pay for the French and Indian War were initiated in England by King George III and the Tory controlled Parliament. This caused a sudden backlash of revolutionary sentiment because the colonies were not adequately represented in the English Parliament. They eventually declared their independence in 1776, sparking the American Revolution.

During this time, national political events had a major impact on the Lower Susquehanna Region and the Old Post Road and the Susquehanna River proved to be thoroughfares for war activities. Both British and Colonial troop movements crossed the Lower Susquehanna River several times during the length of the war on their way to points on the Chesapeake. In fact, General George Washington had crossed the Lower Susquehanna River (at what is now Havre de Grace) at least 30 times, often stopping at Rodgers Tavern between the years of 1775 and 1798. In 1781, Washington and his colonial troops passed through the Head of the Elk (now Elkton), heading towards Yorktown, Virginia and the final defeat of the British. The Marquis de Lafayette first crossed the river in 1777 on his way to Philadelphia and also frequented Rodgers Tavern on many occasions (a memorial statue dedicated to Lafayette stands in downtown Havre de Grace).

Sir General William Howe, head of the British forces in the American Revolution (*Life of George Washington* by Washington Irving).

The American Revolution - Military troop movements and small skirmishes occurred in Cecil County during the war. In August of 1777, General Sir William Howe landed with British troops above the mouth of the Elk River. Eventually, he took Elkton and set up camp, releasing a statement to all of the residents of Cecil County. The proclamation stated that protection and consideration would be given to those colonists who refrained from traitorous actions against the English Crown or stayed peacefully in their homes. However, severe punishment would be handed out for those attempting to harm the British Army. According to Cecil County history, eyewitness accounts recorded a scene of brilliant scarlet coats and flashing bayonets pushing across the fields and through the forests of Cecil County.

Le Comte de Rochambeau (*Life of George Washington* by Washington Irving).

During the Revolutionary War, Lafayette endeavored to capture Benedict Arnold by way of the Chesapeake Bay. In 1781, Lafayette marched 1200 troops from Trenton, New Jersey to Maryland, traveling down the Delaware River and up the Christina Creek. The troops then marched to the Head of the Elk River (arriving at Elkton on March 6, 1781). Three days later, Lafayette set sail for Annapolis but he never captured Arnold, being blockaded in the Annapolis harbor by the British fleet. A bold naval blockade run allowed Lafayette to escape into the Chesapeake Bay and his two sloops arrived at the Head of the Elk River sometime later. Lafayette and his troops crossed the Susquehanna River at Bald Friar Ford in April of 1781 and camped at the home of Colonel Rigby, before proceeding south to Virginia. Much like Lafayette, the Comte de Rochambeau's troops crossed at the Bald Friar Ford as well, while the remainder crossed at Havre de Grace. They were on their way to meet Washington's army at Yorktown, demonstrating that Cecil and Harford counties were important stop over and staging areas for military campaigns during the American Revolution.

The Rise of Industry - Before and after the American Revolution, there were efforts to utilize land resources, especially in the production of iron. The first furnace in the area was built by a British-owned company at Principio in 1722. Originally, the Stephen Onion Company leased lands from Ebenezer Cook. Part of this land was a two hundred acre tract in Susquehanna Manor, which was called the *Diffidence*. All of these lands were leased in order to organize and set up the Principio Company. According to Cecil County history, the father and brother of George Washington had vested interests in the company.

In 1744, William Black, a secretary appointed by the Governor of Virginia to unite the Commissioners of Pennsylvania and Maryland in an Indian treaty with the Six Nations at Lancaster, traveled through Cecil County and visited the Principio Iron Works. The Iron Works, at that time, were considered the most complete in the fledgling colonies. Black described the Lower Susquehanna Region as "overgrown with woods" and remarked that while in Cecil County, he "drank the best cask cider for the season that ever I did have in America." Later in the 1750s, the Principio Company closed the furnaces but the forges continued operations. The Principio Iron Works foundry was created in 1775, a valuable resource for the colonies. Other

historic industrial developments included the Stump family's forges and furnaces along Deer Creek.

John Rodgers "The Father of the American Navy" (courtesy of the Harford Historical Society).

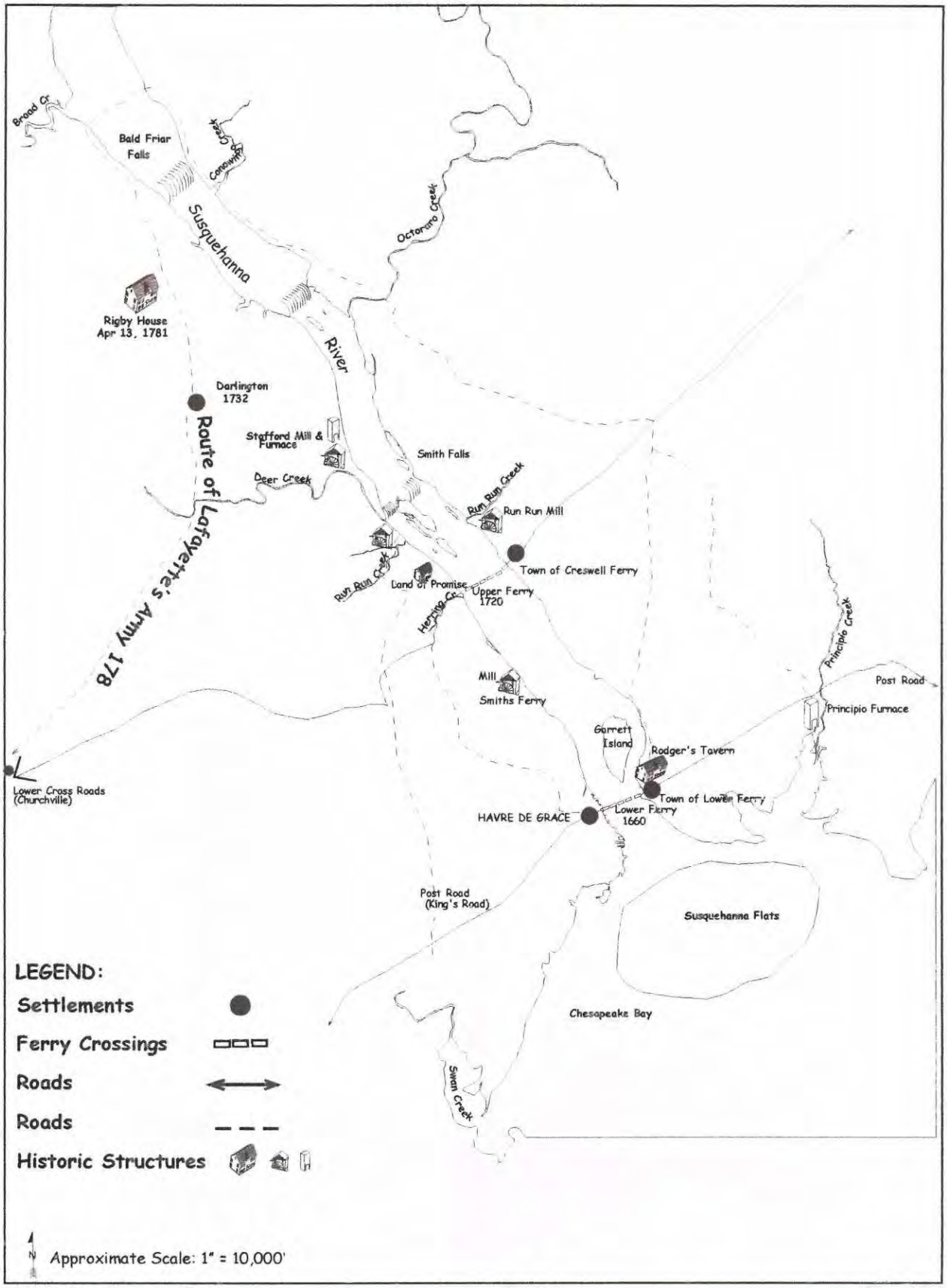
In 1782, Havre de Grace was established. Due to its location, the point at which the Lower Susquehanna River meets the Chesapeake Bay, Havre de Grace's prosperity was inevitable. Inhabitants were relatively well-educated and early in American history the town was once considered for the future capital of the United States.

Havre De Grace: Founded in 1782, Havre de Grace had planned for organized expansion by 1795. The town was laid out in a traditional grid pattern (much like that of Philadelphia) with 850 acres of land divided into 4,500 building lots. However, much of the growing town that was Havre de Grace had been burned to the ground by the British during the War of 1812 and few of the original buildings (one example being the Elizabeth Rodgers House) still stand. One of the most remarkable sites of this time was Sion Hill, which was purchased in 1806 by John Rodgers, "The Father of the American Navy." It was occupied continuously by members of his family, several of whom also contributed to the evolving United States naval legacy. The historic homes of John Rodgers and his contemporary, Secretary of the Navy, Robert Smith, were representative of the famous federal villa architecture of Havre de Grace.

The Susquehanna Canal as seen in the 19th Century (courtesy of the Harford Historical Society).

Harford County personalities, such as William Pinkney, James P. Wilmer, John Rodgers, George Washington Rodgers, and John Adams Webster, were all involved in sea battles during the War of 1812. Both Harford and Cecil Counties witnessed military action in the War of 1812, including the burning and looting of Havre de Grace by British soldiers led by Rear Admiral George Cockburn. After the War, Havre de Grace was rebuilt along the old established grid system plan. As the century progressed, the Town would eventually become an active port, land transportation hub, and commercial center. Havre de Grace benefitted from its location at the intersection of the river and the Bay, the Susquehanna & Tidewater Canal terminus, and the growing railroad system. It also was known as a fishing, hunting, and boating resort town. Shad and herring fishing on the Lower Susquehanna River would become a major industry for the region. The Susquehanna Flats were a primary feeding ground for migratory ducks and Canadian geese, making the area a major waterfowl-hunting destination point. Havre de Grace's social and economic prosperity can be seen in the rich commercial and residential architecture found throughout the downtown and surrounding lands. During the 19th Century, Havre de Grace eventually would emerge as a major port and trade center.

1620s - 1780s


Broad Cr.
Bald Friar Falls
Conowingo Creek
Susquehanna River
Octoraro Creek
Rigby House Apr 13, 1781
Darlington 1732
Route of Lafayette's Army 178
Stafford Mill & Furnace
Deer Creek
Smith Falls
Run Run Creek
Run Run Mill
Town of Creswell Ferry
Land of Promise
Upper Ferry 1720
Herring Cr.
Mill
Smiths Ferry
Principio Creek
Post Road
Principio Furnace
Garrett Island
Rodger's Tavern
Town of Lower Ferry
Lower Ferry 1660
HAVRE DE GRACE
Lower Cross Roads (Churchville)
Post Road (King's Road)
Susquehanna Flats
Chesapeake Bay
Swan Creek
LEGEND:
Settlements
Ferry Crossings
Roads
Roads
Historic Structures
N
Approximate Scale: 1" = 10,000'

The Federal Period: Technology Affects the Region's Development (1783-1840)

Sketch of the Ark (courtesy of the Harford Historical Society).

The River and Canals - Following the American Revolution, the Lower Susquehanna Region experienced a period of rapid growth and navigational improvements that continued to be at the center of the area's economic development. At first, river transportation was used only seasonally from April to July and easily navigated from the north. However, river transportation ran only one-way. Using the river required parts for the trans-shipment of goods from river boats to bay boats. One of the first freight-carrying vessels used on the river was the *Ark*. It was a floating craft that transported goods from people living on the Lower Susquehanna River to other parts of the state. The *Ark* was designed to accommodate minimum construction costs, in order to provide rough sawed lumber for use in the construction of houses and furniture. It usually was dismantled after a one-way trip down the river. The interiors of several Havre de Grace homes are known to have used this lumber during construction. Later versions of the *Ark* would carry up to 50 tons of freight but it became apparent that further navigational improvements, in the form of canals, were needed to enhance transportation. In the later 1700's, substantial navigational improvements occurred with the advent canals built parallel to the river.

In early 1783, a group of entrepreneurs, including George Washington, tried to raise money to build one such canal but it took over twenty years before this project would become a reality. His experience in the American Revolution led him to make the assessment that infrastructure was necessary for future commerce and national defense. After several attempts at canal development, the Susquehanna Canal in Cecil County opened to traffic in 1805. In 1839, the Susquehanna and Tidewater Canal in Harford County was opened. It was more successful and operated until 1900.

The Susquehanna and Tidewater Canal was fitted with lock chambers designed to accommodate two 100-ton barges at the same time. These were used to carry bulk traffic from central Pennsylvania. In doing so, the Canal opened a two-way transportation route along the Susquehanna River. Before the canal had been built, most of the goods coming down the river stopped at Lapidum but the ensuing enlargement of the Susquehanna Canal eventually had enormous benefits for the Towns of Port Deposit and Havre de Grace. In 1829, the Chesapeake & Delaware Canal was opened, connecting the head of the Chesapeake Bay with the Delaware River.

Port Deposit: Initially known as Creswell's Ferry, Port Deposit was renamed when the Susquehanna Canal opened to traffic in 1805. Port Deposit was incorporated in 1813. The Town survived the canal closure in 1817 and profited from the emergence of the railroad in 1840. Built at the foot of steep cliffs and initially important as a cargo, fishing, and lumber port, the town soon became known for its granite.

In 1789, the first important granite quarry was located near Port Deposit and started operations. Granite quarries would become very important industries on both sides of the river but Port Deposit's granite was unmatched in quantity or quality. Port Deposit's granite was in great demand from the1830s through the turn of the century and used in the construction of bridges, homes, and other structures, including most of Port Deposit's buildings and sidewalks. As the Town grew, it also became a banking, manufacturing, mining, lumber, and shipbuilding center.

The War of 1812 - The War of 1812 was the last war between England and the United States. Years of trade disputes, land disputes, and privateering off America's coasts had ignited English and American tempers and once again the British fleet set sail for the Chesapeake Bay. The two political parties that had emerged during the early Federal Period were the Jeffersonian Republicans and the Federalist Party. After the Revolutionary War, noted Federalists such as George Washington and Alexander Hamilton, envisioned a new nation with a strong and involved central government built on commerce, industry, and infrastructure. Thomas Jefferson's Republican Party envisioned an agrarian nation with strong states rights and individual freedoms removed from government control. These opposing political ideologies had caused a split in the nation over the war. As a bastion for the Federalist Party, many Cecil County residents were opposed to a renewed war with England for trade reasons but displayed little opposition when conflicts arose.

In December of 1812, the British declared the harbors of the Chesapeake and Delaware Bays to be under a naval blockade. In 1813, a large naval squadron commanded by Rear Admiral Cockburn began attacking towns along the Chesapeake. The campaign's eventual goal was to seize Maryland's largest and most fortified port city, Baltimore. On April 28, 1813, Cockburn made his way up the Bay into the Lower Susquehanna Region, first landing at Spesutia Island for supplies. He then proceeded up the Elk River to Welsh Point, where American militia under the command of Major William Boulden ineffectively engaged British forces.

On April 29, Cockburn reached Frenchtown and a small battle took place between local residents but the Town was captured and burned. Three days after the burning of Frenchtown, the British engaged the garrison at Havre de Grace. Landing in the Town, the garrison fort was deserted in lieu of the advancing British but one man remained in the fort returning fire, John O'Neil. He held the British line until he was severely injured by a gun recoil. Havre de Grace was burned, having once been a prosperous port town it now lay in ruins. After this tragic incident, the British proceeded up the Lower Susquehanna River and burned a storehouse in Lapidum near Stafford Mills. The British then burned both Georgetown and Fredericktown before returning to the main British fleet on the open waters of the Chesapeake Bay. The British presence in the Chesapeake remained until the *Treaty of Ghent* was signed in 1815, effectively ending the War of 1812.

Steamships on the Susquehanna (courtesy of the Harford Historical Society).

Steamships on the Chesapeake - After the war, steamboats were used for trans-shipments and the towing of river crafts. On June 21, 1813, the first steamship traveled up the Chesapeake Bay from Baltimore. Appropriately called the *Chesapeake*, the boat was built by William Hannigan and Edward Tripp for the Union Line. In July of 1815, the steamboat *Eagle* arrived at Baltimore from Delaware, creating a rival company. In response to heightened competition, the steamboats *George* and *Charles Carroll* were built by the Union Line in 1816. In most cases, steamboats worked the Lower Susquehanna River often towing canal barges and rafts, as well as carrying passengers and freight. Some of these steamboats connected the river towns with Baltimore City on a regular schedule. Steamboats operated with enormous success in the Lower Susquehanna Region until the river became covered with ice in the winter months, prompting overland transportation for mail, cargo, and passengers via stagecoach. Hotels, taverns, warehouses, and many other companies and shops in the region prospered through an increase in trade and commerce.

The Old Truss Bridge at Conowingo (courtesy of the Harford Historical Society).

Bridges and Rails - In 1808, local residents formed the first Port Deposit Bridge Company in order to supply access across the Lower Susquehanna River but initial efforts failed to produce results. In 1818, the first of a series of covered bridges were built (using Port Deposit granite for supportive piers), which provided an alternative to the existing ferry system. The bridge across the Lower Susquehanna River was finally completed and the Town's prosperity increased. However, this structure collapsed in the winter of 1856 and was never repaired. The foundations of the old Port Deposit covered bridge can still be viewed to this day. A second bridge crossed the river near the mouth of Conowingo Creek. Built around 1820, and although frequently damaged by floods, ice, and fire, it served until 1928, when it was replaced by the new road crossing the crest of Conowingo Dam.

In 1831, rapid innovations in transportation changed the face of American infrastructure and initiated a more modern era. The railroad marked a significant shift in transportation modes and Cecil County was at the forefront of this new innovation, leading to the formation of the New Castle and Frenchtown Turnpike and Railroad Company, one of the first built in the country. The New Castle and Frenchtown Railroad was chartered by the Maryland State Legislature from 1827-1828, connecting the Chesapeake Bay to the Delaware Bay. Construction was completed in

1831 and the railroad transformed to steam power in 1833 with the introduction of *The Delaware*, which replaced the old horse-drawn train. The first rail line to reach the Lower Susquehanna Region was the Philadelphia, Wilmington, and Baltimore Line in 1837. Ferry services eventually were provided for rail cars crossing the river. In 1866, a railroad bridge was built to span the Lower Susquehanna River between Perryville and Harford County. In later years, the second rail line to cross the river was the Baltimore and Ohio (B&O) in 1885. Both lines were used heavily for passenger and freight transport and a network of railroad lines developed along the Lower Susquehanna River and its tributaries.

With the advent of the railroad, Cecil and Harford Counties had begun to rapidly change and abundant natural resources allowed the area to continue growth. Fisheries, agricultural products, large forested areas, and Cecil County's rich wealth of mineral resources, such as chrome, granite, magnesia, and iron ore placed the Lower Susquehanna Region at the heart of America's early manufacturing and excavating industries.

Booming Ports and Trade Centers - During the 1800s, canal, rail-line, and steamboat travel all combined and accelerated the pace of development for existing river and bayside cities. This created a demand for new industries based on products derived from the water, such as crabs, oysters, shad, and rockfish. Many of these products were shipped to other areas of the state, as well as the larger East Coast cities of Philadelphia and New York. Innovations in transportation contributed to booming economies during the later19th century. Towns such as Perryville eventually would become hubs for overland rail transportation, playing a prominent role in the Civil War.

Perryville: Perryville was a town greatly influenced by the railway system. Originally a stopping place on the ferry before the advent of rail travel and transport, the arrival of the Philadelphia, Wilmington, and Baltimore Railroad branch in 1837 led to a virtual transformation of Perryville. By the 1870s, the town was criss-crossed by many railroad tracks and buildings. It served as the early trans-shipment point for fruits and vegetables from Maryland's Eastern Shore headed for the Metropolitan Seaboard. Once a small gathering of houses, Perryville would become a commercial and social center for Cecil County. Much of the late 19th and early 20thcentury architecture, as well as the many rail yards, are legacies of this by-gone era.

THE HISTORY OF THE LOWER SUSQUEHANNA (CONTINUED)

Growing Discontent and the Civil War Years (1840-1865)

A Union Navy gunner (*The Chesapeake Bay in the Civil War*, the Navy Archives).

Secession from the Union - From the 1830's to just before the Southern secession in 1861, discontent among the slave-holding states of the South had grown and festered. War finally erupted and due to its location between the Northern states and Washington, D.C., Maryland was in a unique position both politically, militarily, and geographically. In the Maryland and Virginia tidewater areas a plantation society existed, which formed one component of the Old South. But in the northern parts of Maryland, cultural traditions and influences derived from the Quakers and German, Scottish, Irish, Swedish, and Finnish immigrants, caused the area to be decidedly pro-Union. During the war, it was understood that the extensive transportation networks of Maryland, based on Chesapeake Bay shipping and overland railroad transportation, would be necessary for a Union victory. The consequences spun a popular legend of tragedy and Civil War in miniature.

In 1861, the Maryland State Legislature began the voting process for secession and the answer seemed evident; Confederate allegiance. A year before this, Maryland representatives at a State Convention held in Washington D.C. had concluded to move side by side with Virginia. According to popular legend, the Maryland State House was surrounded by Union cannon and the commander of the Northern forces stated that he would open fire if the ensuing vote was for disunion. The military mobilization of Northern forces initially focused on three strategic points; securing Maryland, the Chesapeake Bay, and the Capital Corridor from a Southern attack. Down the Chesapeake's second largest tributary, the Potomac, was the nation's capital, almost in the heart of Confederate territory and Maryland contained considerable subversive elements. In the ensuing fight between the states in 1861, the Chesapeake Bay was of immeasurable worth for both sides.

Black slaves led a meager and bonded life in Maryland (courtesy of the Harford Historical Society)

A state that allowed for the ownership of slaves and generally sympathetic to the Southern cause, Maryland was not, however, initially in open rebellion against the Union. Sympathies within the state were essentially divided. Locally, the response to the secessionist movement sparked divisions. Cecil County was pro-Union. In comparison to other slave holding counties, the slave population was extremely low with a free white population of 22, 391 and a slave population of 951. A local meeting in Elkton led to the declaration that the state could do what it wanted but Cecil County would not secede. Counties such as Cecil and Harford supplied President Lincoln with valuable time to secure the state.

Civil War in the Lower Susquehanna - Union support was strong in Port Deposit and Darlington, which had served as way-stations for the Underground Railroad. The Underground Railroad had an extensive system of passages in the Northern parts of the state bordering Pennsylvania. Remnants of a free black culture can still be seen today at the Snow Hill archeological site in Port Deposit. For Maryland, many famous black personages and former slaves, such as Frederick Douglas and Harriot Tubman, were intricate parts of state's historic legacy.

Bridge span across the Susquehanna (courtesy of the Harford ical Society).

During the initial stages of the Civil War, Perryville was occupied by Union forces and Havre de Grace, the most important city on the Philadelphia, Wilmington, and Baltimore Railroad line, also was controlled strategically by the Union in their troop movements from north to south. Brigadier General Benjamin F. Butler marched the Eighth Massachusetts Regiment down to Perryville, until they could be transported to Annapolis to secure the Maryland capital from secession. S.M. Felton, the president of the Philadelphia, Wilmington, and Baltimore rail-line, offered the use of his steamboat, the *Maryland,* to serve as a ferry transport across the Lower Susquehanna River. The *Chesapeake and Delaware Canal* also proved invaluable to Union forces, utilizing steamboat travel to transport troops, artillery, and supplies down the Chesapeake. Perryville eventually would become a hub of Union activity serving as a staging and supply ground for military operations.

Confederate raiders routinely would travel in the Lower Susquehanna Region to mine and destroy bridges and rail-lines. One hundred veteran reservists were sent from Wilmington, Delaware to Havre de Grace to guard ferry and railroad operations. Prior to Antietam, Confederate calvary brigades cut telegraph wires at Harford Road and Bel Air Road. Their goal was a destructive railroad campaign that led all the way to Havre de Grace. Although a garrison for Union troops, Havre de Grace served as a center for illicit activities, which included smuggling. Old Chesapeake Bay pilots sympathetic to the South would bring schooners down to Northern Virginia from Havre de Grace loaded with coal for the Confederate war cause. Claiming that the shipments were bound for Washington, the Deputy Provost Marshal of the area soon became wise to the operations and smuggling ceased. In later stages of the war, free blacks were enlisted to serve in the Union Army and the Bureau of Colored Troops established a recruiting office in Havre de Grace. Six regiments of colored troops were raised and more than 8,700 Maryland blacks served in the war. Some of these black troops are buried at the St. James Church, just outside of Havre de Grace. St. James Church presently is being considered for designation as a National Historic Landmark.

When Lincoln signed the Emancipation Proclamation in 1863, freeing blacks who lived in bondage in the Confederate states, Maryland's slaves initially were not included. It was not until

the following year that the signers of Maryland's Constitution allowed for the freeing of former black slaves. Local politics also reflected a Union shift in power. Vacant political seats were replaced with Unionists and the Old Southern conservatives were denounced. By the 1863 elections, the Union party had gained ascendency, winning the majority vote in Harford, Cecil, Dorchester, Talbot, Kent, Caroline, and Queen Anne's Counties, allowing Lincoln to win the vote in Maryland for re-election.

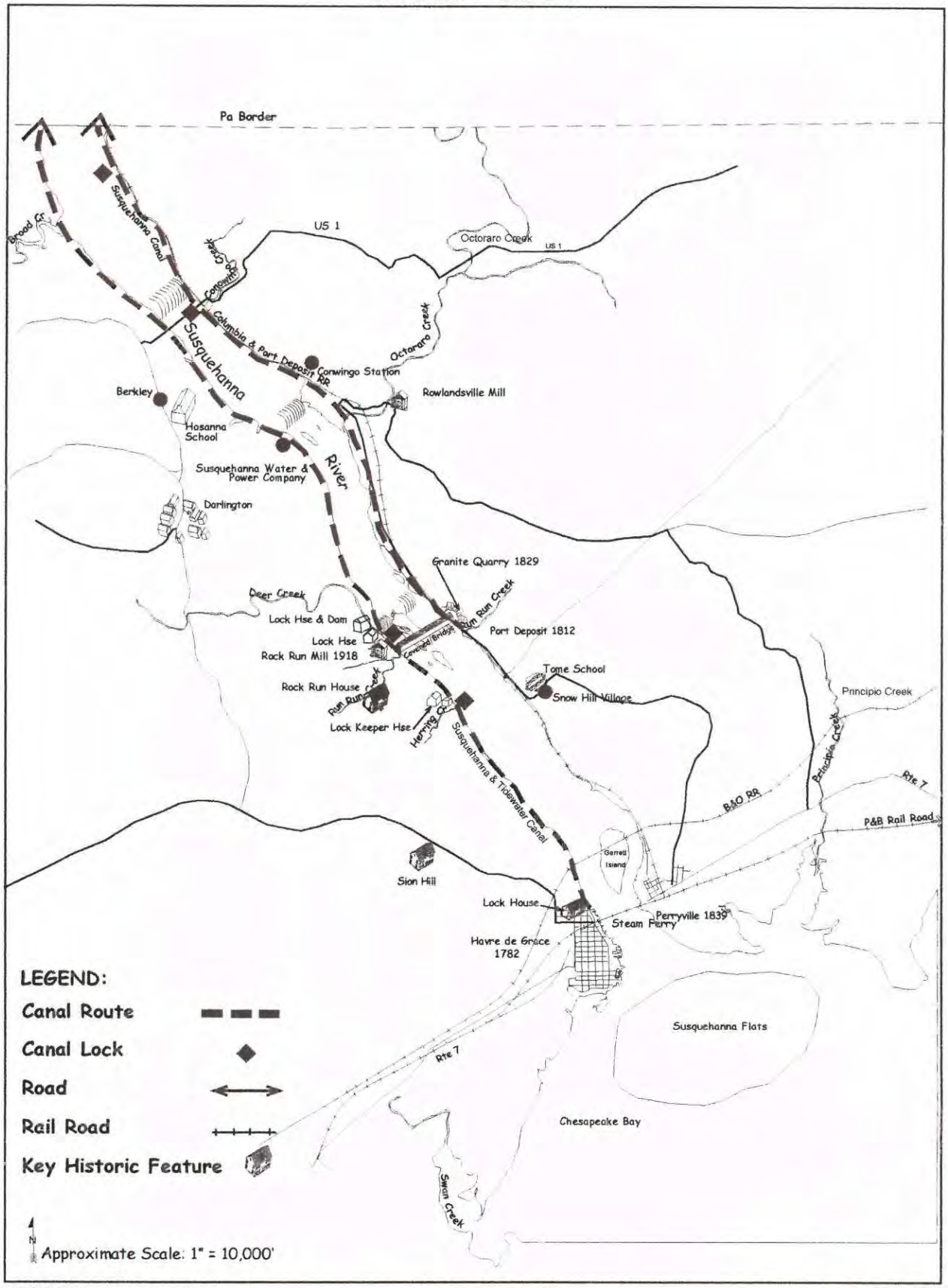
Reconstruction and Post Reconstruction (1865-1900)

Education - The United States Constitution provided for a regulated state school system but Maryland was the second to the last state in the Union to implement such a mandate. It was not until 1872, that the state developed a public school system. Implementation of educational reform in Maryland was extremely slow. However, in 1867, the Hosanna School was established near Darlington, a town which had served as a stop along the Underground Railroad years before. The Hosanna School was one of three public schools built in 1867 by the Freedman's Bureau. The property was bought by a free black man and used as a place of worship. It was later converted for use as the first public school dedicated to the education of African-Americans in Harford County. The building is now a museum, listed on the National Register of Historic Places and Historic Landmarks of Harford County. A school for African-Americans also was built in Port Deposit called Freedman's Hall.

In 1889, Jacob Tome, noted industrialist and philanthropist, endowed the town of Port Deposit with $1.5 million to establish a series of free schools through the Jacob Tome Institute. Tome began his prosperous career in timber and acquired a fortune. After his death, he bequeathed another large amount of land for the creation of a boarding school, called the Tome School for Boys. However, the period after the Civil War marked a dramatic decline in the region's prosperity. The historic Tome School for Boys still stands atop the cliff over Port Deposit.

The Main Hall at Tome School for Boys.

1780s - 1900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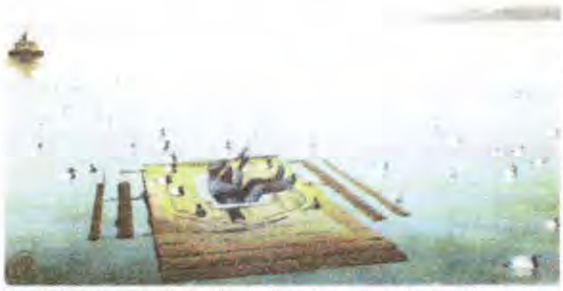
Rowlandsville Mill
Berkley
Hosanna School
Susquehanna Water & Power Company
River
Darlington
Granite Quarry 1829
Deer Creek
Lock Hse & Dam
Lock Hse
Rock Run Mill 1918
Rock Run Creek
Rock Run House
Lock Keeper Hse
Herring Cr
Run Run Creek
Port Deposit 1812
Tome School
Snow Hill Village
Susquehanna & Tidewater Canal
Principio Creek
Principio Creek
Rte 7
B&O RR
P&B Rail Road
Sion Hill
Gerred Island
Lock House
Steam Ferry
Perryville 1839
Havre de Grace 1782
Susquehanna Flats
Rte 7
Chesapeake Bay
Swan Creek
LEGEND:
Canal Route
Canal Lock
Road
Rail Road
Key Historic Feature
N
Approximate Scale: 1" = 10,000'

The Modern Era (1900 to Today)



Depiction postcard of duck hunting, complete with sunken duck-blind and decoys (courtesy of the Harford Historical Society).

World War I - In the early part of the 20th Century, the Lower Susquehanna Region maintained its long heritage of sport hunting and fishing. The Susquehanna Flats had become a paradise for duck hunters. Subsequently, the artful craft of decoy making grew up around the art of waterfowl hunting. The present day Havre de Grace Decoy Museum proudly displays the carved images of this indigenous craft, drawing thousands each year who come to admire the simplicity and elegance of Maryland's decoy trade. Fishing, both professionally and for pleasure, also became a wide-spread occupation on the Lower Susquehanna River and the head of the Chesapeake Bay. Maryland's long maritime fishing past continued into the Machine Age.

In 1917, World War I brought periods of depression and prosperity, both economically and socially, however, some industry continued when a gunpowder plant was built in Perryville that would later become a medical and psychiatric facility for veterans; Perry Point Veterans Hospital. The plant created many new jobs in the region but some of the population had left for the War or to live in cities, such as Philadelphia and Baltimore. They left Cecil and Harford Counties for employment in urban factories, becoming victims of the major shift from farming to industry that occurred in the early 20th Century. Farms that remained would become more mechanized, adapting to the Machine Age and accelerating agricultural production. In the 1920's, a new wave of immigrants settled in Cecil County, coming from Central and Eastern Europe. Germans, Ukrainians, and Finns all moved from their war-torn homes in a shattered Europe for the promise of a better life in Maryland.

Working the Susquehanna by barge (courtesy of the Harford Historical Society).

Roadways and the Conowingo Dam - Important infrastructure projects were undertaken in the region after World War I. Road upgrades were slowly implemented. The advent of the automobile was the impetus for a state road system developed during the early part of the 20th century. Large transportation projects included the constructions of US 40 and US I-95 in the 1930s and 1960s.

In 1928, the Conowingo Dam was constructed on the Lower Susquehanna River. When it was built, this massive hydroelectric facility was one of the largest power plants in the world. It changed both the face and landscape of Harford and Cecil Counties, as existing roads were rerouted and new roads, bridges, and spillways were constructed. Boat travel, north along the river, was no longer feasible after the dam's construction. Near the construction site, Conowingo Village was built in the 1920s to house workers and their families.

Conowingo Village, now underwater (courtesy of the Harford Historical Society).

The construction of the Conowingo Dam dramatically altered the Lower Susquehanna River's landscape, since it was no longer possible to travel by water up the river. The long-established town of Conowingo in Cecil County was destroyed. One

manifestation of this change can be seen in the ecology of the river and the Susquehanna Flats. Migratory fish, such as striped bass and shad, were blocked from making the mating trip upstream to their historic spawning habitat, dramatically reducing populations. It was not until recently that a fish passage was installed at the Conowingo Dam.

The Landscape Recovered - The years following the opening of the dam were plagued by the Great Depression, causing a general decline throughout the region in all businesses, farms, and industries. Ironically, it was World War II that returned economic prosperity. Even though farmland declined, population grew (and continues to grow), with the landscape becoming more suburban in shape. Cecil County's population almost tripled, due in part to the new Bainbridge Naval Training Facility, built on the former site of the Tome School for Boys in Port Deposit. This growth in population eventually stimulated agricultural and industrial growth in the Lower Susquehanna region.

In more recent years, Harford and Cecil Counties have become havens for relatively quiet residential communities. A renewed interest in the region's past has led to the physical and historical revitalization of the area. In the 1960s, an agreement was passed among Maryland, Pennsylvania, and New York to begin work on clearing the entire Susquehanna River of sewage, coal-mining seepage, soil runoff, and chemical fertilizers. At the same time, a movement also was taking shape to clean up the Chesapeake Bay.

Racing Horses (courtesy of the Harford Historical Society).

Leisure - Located in scenic Maryland, Harford and Cecil Counties were soon realized to be prime areas in which leisure activities could be expanded. Harford County, for example, quickly became known for its horse racing and farming. The Darlington area was the setting for several large thoroughbred nurseries. These included Ernest G. Hackney's 150-acre Elberton Hill, equestrian artist and director of the Maryland Horse Breeder's Association Vaughan Flannery's 307-acre Cockade Farm, and the present Boniface family's Bonita Farm, home of the 1983 Preakness winner *Deputed Testimony*. The rural character and abundant rolling farm lands of Darlington made it an ideal location for horse-raising and training.

Darlington's proximity to Havre de Grace also contributed to the Town's success in this area. Havre de Grace's Harford Agricultural and Breeders Association ("The Graw") opened on August 24, 1912, bringing tourism and an enhanced economy to the town while spurring debate about the morality of the venture. The track made large profits, and attracted such great racers as *War Glory* and *War Admiral* (from *Man O' War*), *Equipose*, *Exterminator*, *Seabiscuit*, and *Winooka*.

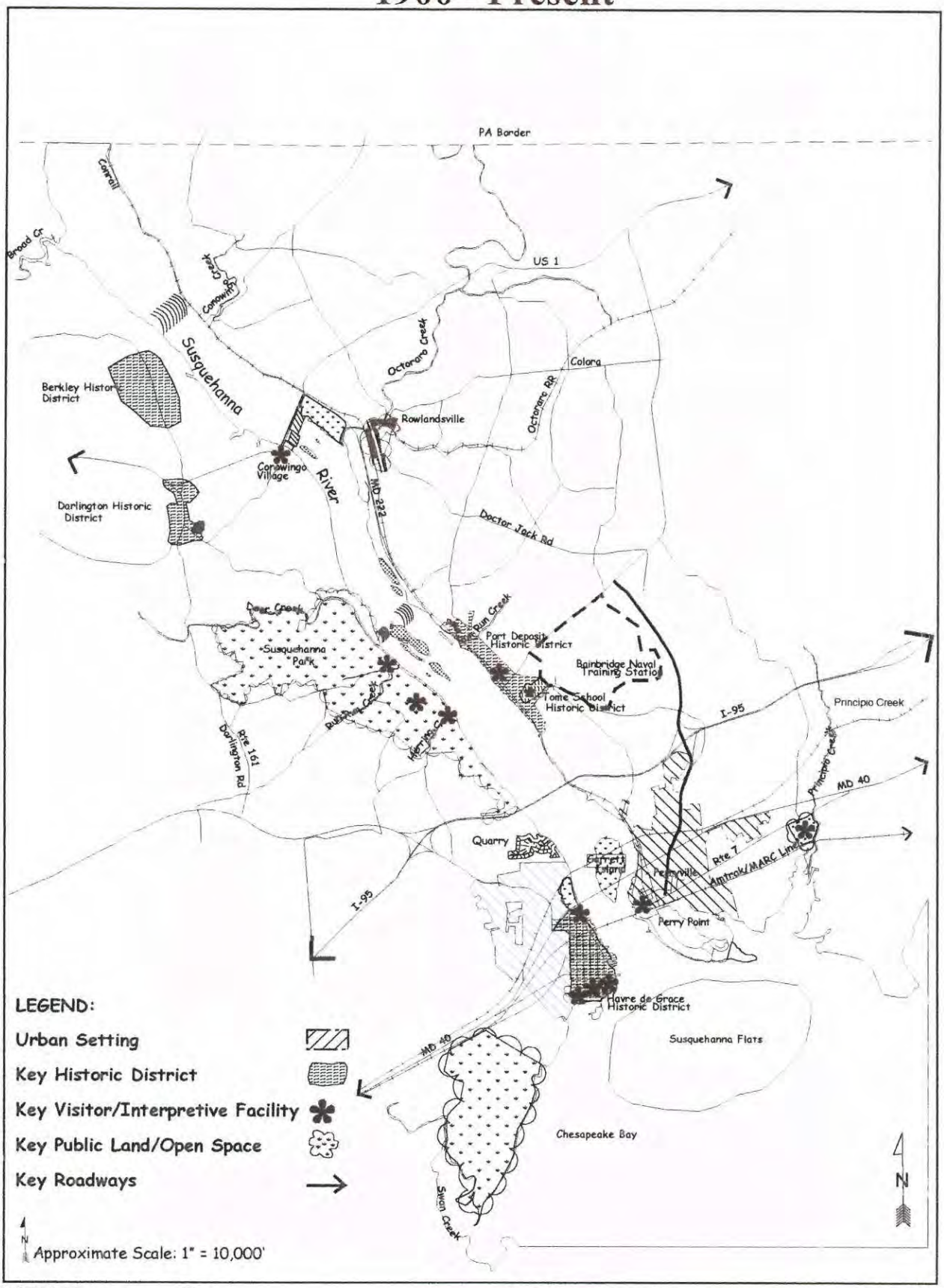
The Havre de Grace Race-Track (courtesy of the Harford Historical Society).

Competition quickly arose, as other tracks were being built in Maryland and Delaware. Havre de Grace, known in the 1930s as the "Little Chicago," felt the effects of these developments. For the next twenty years, the racetrack's profits shifted in relation to these factors. In 1951, the track was sold and racing ended.

The Growth of a Tourist Industry - Tourism also grew in the area, helping to revitalize ailing economies. After World War II, increasing numbers of tourists flocked to the Lower Susquehanna Region to enjoy boating, fishing, hunting, and other water related sports and activities. Because much of the area was unspoiled by development, it presented a haven for nature enthusiasts. The rise of the automobile contributed greatly to this tourism boom allowing city dwellers to more easily reach the scenic waters of Maryland. Tourism continues to grow into the present day and has become a major economic staple in the region.

The Present - A greenway effort was established in Lower Susquehanna Region the early 1990s. Its goals are to coordinate activities among the region's residents and communities, to protect the natural, historical, and recreational resources along the Lower Susquehanna River. This includes the creation of a trail network to link greenway resources. Eventually, the Lower Susquehanna Heritage Board of Directors was formed and with the aid of many dedicated citizens and government representatives, the Lower Susquehanna Heritage Greenway effort was created. Combining the state's heritage preservation goals outlined in House Bill #1 the *Maryland Tourism and Heritage Areas Program* with the greenway initiatives, this groundbreaking effort will allow tourists and residents alike to enjoy the history and natural splendor of the Lower Susquehanna Region for many years to come.

1900 - Present



APPENDIX B - INTERPRETIVE FRAMEWORK

Context

The key issues to address in the development of an interpretive framework for the Lower Susquehanna Heritage Greenway (LSHG) are those which will best clarify the "story" of the Lower Susquehanna Region, support visitor and inhabitant experience, and seek to build public support for the protection of identified heritage resources. Questions to be answered by the LSHG interpretive framework include:

- What is the "story" of the LSHG? How and where is it told?
- Are the core themes and interpretations clearly linked to the heritage resources?
- How could the potential for interpretation support the preservation and conservation of the LSHG?
- How could the overall interpretive program support the LSHG experience?

Development of Key Heritage Resources

The Lower Susquehanna Region was influenced greatly by its history and geography. In a historical sense, the LSHG area has long provided the region and the state with modes of transportation and industry. In a geographical sense, the LSHG includes the Towns of Perryville and Port Deposit in Cecil County and the City of Havre de Grace, Susquehanna State Park, and the Village of Darlington in Harford County. Given their location to the Susquehanna River and the Chesapeake Bay, each of these communities has affected the development of the region

In order to plan for the LSHG interpretive framework, it is critical to step back in time and understand the historical development of the region (see Appendix A). This historical development identifies the core themes and sub-themes as well as the significance of the Lower Susquehanna Region within an historical context, supporting the "story" of the LSHG and its future interpretation. The LSHG interpretive framework will serve to describe the unique features that make the area distinctive from surrounding areas, however more importantly, the interpretive framework will identify opportunities for visitor experience.

Defining the LSHG's Key Heritage Resources

Key heritage resources are presented in relation to each other and tied to local and regional patterns and relationships. A set of interpretive themes is proposed, which identifies the region's strongest heritage themes, provides an analysis of the interpretive resources, and cites interpretive programs available in the area to support resident and visitor understanding of the Lower Susquehanna Region.

The LSHG consists of 45,532 acres in Cecil and Harford Counties. From an historical perspective, the LSHG's key resources present some of the finest examples of early and mid 19th Century industry and infrastructure growth in the nation, notably canal and railroad related

resources. From a cultural perspective, many different ethnic groups have formed the social matrix of the region, such as the Scotch-Irish, the Quakers, and African-Americans. Together, the Susquehanna River and the Chesapeake Bay form a unique natural and recreational element, covering 8,447 acres or 18% of the total LSHG. The inventory below provides a synopsis of the LSHG's key heritage resources, including historical, architectural, cultural, archeological, natural, and recreational resources. The LSHG's key heritage resources are categorized by period. Although a few of these resources are private and not open to the public, most are accessible.

PART I: HERITAGE RESOURCES

Key Historical Resources

Among the LSHG's important key historical resources are seven National Register Historic Districts, one local historic district and one proposed National Register Historic District (the Berkeley/Hosanna Historic District). A large portion of the LSHG is located within existing historic districts. The proposed Berkeley/Hosanna Historic District will increase coverage to 18,618 acres. Some forty percent (40%) of the total LSHG is within defined historic district boundaries. Historic districts include:

- Port Deposit National Register Historic District;
- Tome School for Boys National Register Historic District;
- Havre de Grace Historic District;
- Darlington National Register Historic District;
- Lower Deer Creek National Register Historic District;
- Silver House National Register Historic District;
- Havre de Grace Canal Basin National Register Historic District (presently un-named); and
- Berkeley/Hosanna National Register Historic District (proposed).

Historic resources are important because they are props for the "story" of the LSHG and create a unique regional identity. Listed below are some of the LSHG's key historic resources categorized by period.

Key Historical Resources (Pre-1620):

- The Susquehannock and other indigenous Native American tribes;
- European exploration and areas of encounter with the Susquehannocks; and
- Noted personalities such as Captain John Smith.

Key Historical Resources (1620-1775):

- Rock Run Mill;
- The formation of the Village of Darlington and surrounding areas, mid 18th Century;
- Early trade routes, ferry systems, and early roads, such as the Post Road;
- Early industries such as tobacco and shipping;
- Early grist mills, such as Wilson's Mill and Stafford Mill;
- Rodgers Tavern;

- Noted personalities, such as Cecil Calvert (the 2nd Lord Baltimore), the Calvert family, and William Penn; and
- Arrivals of the first settlers and the ships *Ark* and *Dove*, and the first settlements in Harford and Cecil Counties shortly thereafter.

Key Historical Resources (1775-1783):

- Early furnaces and remnants of the iron-ore industries on Deer Creek and Principio Creek;
- Early industries, such as the Principio Iron Works and the Stump family forges;
- The Post Road, site of numerous Revolutionary War activities and troop movements;
- The Lower Susquehanna Region as an important stop-over and staging area for war activities;
- The Bald Friar Ford crossing, as a thoroughfare for troop movements from Northern to Southern colonies;
- Personalities such as George Washington, the Marquis de Lafayette (memorial statue dedicated to Lafayette erected in 1976 in downtown Havre de Grace), the Comte de Rochambeau, General Sir William Howe, and the Rodgers and Stump families; and

Key Historical Resources (1783-1840):

- The formation of the City of Havre de Grace and the Havre de Grace street grid, late 18th Century;
- The formation of the Town of Port Deposit, early-19th Century;
- Canal routes, remnants, and associated resources, such as the toll house and locks;
- Community and town roles during the War of 1812;
- The burning of Havre de Grace during the War of 1812;
- Early covered bridge from Port Deposit to Lapidum;
- Early railroad developments with the steam-powered Delaware and the formation of the New Castle Frenchtown rail-line;
- The Philadelphia, Wilmington, and Baltimore Rail-line;
- The Concord Point Lighthouse, 1820;
- Other Rail-related structures, bridges, and rail lines; and
- Noted personalities such as John O'Neil of Havre de Grace, Admiral Cockburn of the British Navy, and the Rogers Family, founders of the United States Naval legacy.

Key Historical Resources (1840-1865):

- Canal-related structures, such as the Susquehanna & Tidewater (Harford County) Canal and the Susquehanna Canal (Cecil County);
- The formation of the Town Perryville, mid-19th Century;
- St. James Church, which is being considered for designation as a National Historic Landmark;
- The operations of the Underground Railroad;
- Darlington's and Port Deposit's roles in the Underground Railroad;
- Perryville's historic rail-lines, used a staging and supply ground for Union troop movements;

- The historic role of Havre de Grace in the Civil War, such as the Bureau of Colored Troops;
- Noted personalities and groups, such as Brigadier General Benjamin F. Butler and Captain Bennett; and
- Cecil County as a pro-Union County within a secessionist State.

Key Historical Resources (1865-1900):

- The establishment of the Tome School for Boys in Port Deposit;
- The establishment of Hosanna School; and
- Noted personalities, such as Jacob Tome.

Key Historical Resources (1900 to the Present):

- The Lower Susquehanna World War I legacy;
- Oral histories, such as the culture of sport hunting and fishing;
- The construction of US I-95 and US Route 40;
- The Chesapeake Bay and Susquehanna River clean-up initiatives of the 1960's, 70's, 80's and 90's;
- The Bainbridge Naval Training Center in Port Deposit;
- The Steppingstone Museum;
- The Paw Paw Museum in Port Deposit;
- The Perryville Train Museum;
- The Susquehanna Museum of Havre de Grace and Lock House, displaying a working canal remnant and completely restored lock-house;
- Swan Harbor Farm;
- The historic districts of Havre de Grace, and Port Deposit;
- Conowingo Dam, opened for scheduled tours; and
- Noted personalities, such as Millard Tydings and William S. James

Key Architectural Resources

According to the Maryland Historical Trust (MHT) database, there are a total of 366 inventoried historic structures in the LSHG and 24 sites listed on the National Register of Historic Places. Although, every historic structure within the LSHG may not be significant for its architectural history, all have contributed to the evolution of the Lower Susquehanna Region. Architectural resources include Georgian plantations built along the river, such as Perry Point Mansion and river town structures, such as those that form the downtown core of Havre de Grace or Port Deposit. Listed below are some of the LSHG's key architectural resources categorized by period.

Note: For a complete listing of historic architectural structures within the LSHG, the following sources are available from the MHT Library; *An Architectural History of Harford County, Maryland* and *At the Head of the Bay: A Cultural and Architectural History of Cecil County, Maryland.

Architectural Resources (1620-1775):

- The 18th Century homes of the Darlington/Dublin/Berkeley areas;

- Anchor & Hope Farm;
- Rodgers Tavern; and
- Rock Run Mill, Wilson's Mill, and Stafford Mill.

Architectural Resources (1775-1783):

- Early architecture, historic sites, and land tracts within the Havre de Grace and Darlington/Dublin vicinities;
- The Havre De Grace Historic District as the initial foundations for the city;
- Early Plantations, such as Perry Point Mansion in Perryville;
- Other early Georgian Plantations, such as Brookland, Elizabeth Rogers House, Belle Vue Farm, and Sion Hill; and
- The Land of Promise (Steppingstone Museum in Susquehanna State Park).

Architectural Resources (1783-1840):

- The Port Deposit Historic District and Main Street;
- The Deer Creek Friends Meeting House;
- Concord Point Lighthouse/O'Neil House;
- Oakington and Swan Harbor Farm; and
- The Aveilhe-Goldsborough House
- Anchor and Hope (Creswell's Ferry ticket booth house).

Architectural Resources (1840-1865):

- The Perryville waterfront, Main Street, and rail yards;
- St. James Church:
- The Wilson's Mill House;
- Wildfell;
- The Brown House;
- Mount Felix;
- The Tucker-Flannery House; and
- The Corrigan-Murray House.

Architectural Resources (1865-1900):

- The Tome School for Boys Historic District in Port Deposit;
- The Spenser-Silver Mansion;
- The James Forwood House;
- The E.M. Allen House;
- Stafford Flint Mill;
- The Price-Archer House; and
- The S.J. Seneca Mansion.

Architectural Resources (1900-Present):

- Old Bay Farm;
- Havre de Grace Armory;
- Conowingo Dam; and

- Noble's Mill Bridge.

Key Cultural Resources

Cultural resources form a community's traditions and values. They are comprised of many different elements, such as cultural trends or norms that have contributed to the historical landscape over the past, or various immigrant groups who have added their traditions to existing ones forming new cultural patterns. Cultural resources within the LSHG include the three municipalities of Havre de Grace, Port Deposit, and Perryville, whose distinctive traditions have greatly influenced the Lower Susquehanna Region.

Ethnicity forms a large component of the cultural landscape. As an example, the influences of African-Americans over the years have contributed greatly to the region's social makeup. Local museums help visitors to understand the cultural aspects of the LSHG's history. Listed below are some of the LSHG's key cultural resources categorized by period.

Key Cultural Resources (Pre-1620):

- Indigenous Native American tribes (such as the Susquehannocks) and remnants of their culture along the Susquehanna River, notably Garrett Island;
- European exploration (personalities such as John Smith) and areas of encounter with the Susquehannocks; and
- English cultural influences on the early settlement of the Susquehanna River Valley.

Key Cultural Resources (1620-1775):

- Early industries, such as tobacco and the formation of the "Old South Tidewater Plantation Society;"
- The institution of slavery and early African-American developments;
- Early Chesapeake Bay shipping and the growth of the "Merchant Class;" and
- Cultural folk beginnings with immigrant groups, such as the Quakers, Dutch, Swedish, Scotch-Irish, and the Welsh.

Key Cultural Resources (1775-1783):

- Grist mill development and the divergence of colonial industry; and
- The Quaker Village of Darlington.

Key Cultural Resources (1783-1840):

- The Town of Port Deposit;

Key Cultural Resources (1840-1865):

- The City of Havre de Grace;
- The Town of Perryville;
- St. James Church and its African-American roots, which includes Black Civil War soldiers buried in its cemetery;

- The operations of Underground Railroad in both Cecil and Harford Counties, including the roles Darlington and Port Deposit played;
- Other African-American-related resources, such as the free black community at the Snow Hill archaeological remains in Port Deposit; and
- Cecil County's pro-Union sympathies generated by cultural and immigrant influences, such as those of the Quakers, during the Civil War.

Key Cultural Resources (1865-1900):

- Cultural landmarks, such as the Freedman's Schools (Hosanna School and Freeman Hall);
- Susquehanna hunting and fishing; and
- Susquehanna decoy carving as working equipment and later as a traditional art form.

Key Cultural Resources (1900-Present):

- Numerous festivals and special events
- The Decoy Museum, representing a rich hunting and waterfowl history with decoy carving displays and other events;
- The Havre de Grace Maritime Museum, a cultural museum for the Lower Susquehanna's rich cultural life on the bay and river;
- Skipjack Martha Lewis, a working oyster boat of the early 20th Century; and
- Waterfront Promenade in Havre de Grace.

Key Archeological Resources

According to the *1994 Lower Susquehanna Heritage Greenway Resource Report*, prepared by Towson State University, there are a total of seven archeological sites within Harford County and 25 various sites within Cecil County. Archeological sites serve to inform academic historians about the past, describing the way in which people lived their daily lives or the way in which they constructed their societies. Listed below are some of the LSHG's key archeological resources categorized by period.

Archeological Resources (Pre-1620):

- The sculpted rocks or petroglyphs above Conowingo;
- The Native American settlements and archaeological sites along Octoraro Creek, Rock Run, and Garrett Island;
- The Old Indian Fort and settlement remains outside of Port Deposit;
- Seven prehistoric archeological sites within Harford County; and
- Twenty-five historic and pre-historic archeological sites within Cecil County.

Archeological Resources (1620-1775):

- Early Native American and Colonial settlement patterns, such as Garrett or Palmer's Island; and
- Archeological remains of settlements at Principio Creek and Lapidum Village.

Archeological Resources (1775-1783):

- Early industries, such as the Principio Iron Works (Principio Furnace) and the Stump family forges.

Archeological Resources (1783-1840):

- The early covered bridge from Port Deposit to Lapidum, it was the first crossing of the Susquehanna River; and
- The Road bridge remnants at Lapidum (settlement destroyed during the Civil War).

Archeological Resources (1840-1865):

- African-American-related resources, such as the Snow Hill archaeological remains;
- Canal-related structures, such as the Susquehanna & Tidewater (Harford County) and the Susquehanna Canal (Cecil County); and
- Canal remnants and associated resources, such as toll house and locks.

Key Natural and Environmental Resources

The natural setting of the Lower Susquehanna Region is an important part of LSHG's overall appeal to residents and visitors. The region's varied topography, characterized by gently rolling hills and steep slopes with rocky surfaces, provides the LSHG with a stunning natural landscape. Much of the LSHG remains in its natural state, including a number of unique environmental areas. Notable among the many natural areas are Octoraro Creek, Shure's Landing Wildflower Area, Deer Creek, and Rock Run. In addition, a significant portion of the LSHG is covered by mature deciduous forest, such as tulip, poplar, oaks, and black walnut. These forested areas are excellent wildlife habitats. A variety of valuable plant and wildlife species inhabit the forests and many pockets of tidal and non-tidal wetlands are scattered throughout the LSHG.

The heart of the LSHG is the Susquehanna River, unique not only for its importance to the life of the Chesapeake Bay, but also for its place in the history of this nation. Located within the River are a number of natural islands, most notably: Garrett Island (184 acres) located under the U.S. Route 40 Bridge (Thomas J. Hatem Bridge); Wood Island which is part of Susquehanna State Park; and Robert, Rowland, Spencer, and Sterret Islands all of which are owned by the Susquehanna Power Company. Located at the head of the Chesapeake Bay, the LSHG also includes Tydings and Battery Islands (the latter is owned by the United States Government). Overall these islands total about 324 acres. Listed below are some of the LSHG's key natural and environmental resources.

Natural and Environmental Resources:

- The Chesapeake Bay;
- The Susquehanna River;
- Bay and River tributaries, including Principio Creek, Deer Creek, Octoraro Creek, Broad Creek, and the two Rock Runs;
- Geology and topography, such as the granite cliffs and influence of the fall line;
- Flora, such as forested areas and wetlands, and fauna, including the bald eagle;

- Unspoiled farmlands and agricultural landscapes, such as original farmlands, property lines, woodland edges, and Irish stone fence rows in both Cecil and Harford Counties (notably in the Darlington vicinity);
- Unspoiled farmlands above Port Deposit and Perryville;
- The Baldfriar Ford Crossing, a former natural crossing over the Susquehanna River;
- Port Deposit waterfront resources and its granite quarries;
- Havre de Grace/Perryville waterfront areas;
- Significant natural and environmental resources around Conowingo, used for recreational pursuits including Bald Friar, The Bald Friar Ravine, The Wildcat Ravine, Frazier Tunnel, and Ferncliff and Benton Hollow;
- Susquehanna River as power source, namely the Conowingo Dam and hydroelectricity;
- Designated Scenic Creeks such as Octoraro Creek and Deer Creek;
- Protected public lands and natural heritage areas such as Susquehanna and Palmer State Parks in Harford County;
- Trails such as the LSHG Greenway trail and the Mason Dixon trail;
- Key protected or undeveloped areas such as Garrett Island and the Shures Landing Wildflower Area (presently owned by PECO Energy Company);
- Scenic road networks and vistas from high grounds and bridges; and
- The Lower Deer Creek National Registered Area;
- Perryville Town Park;
- Marina Park in Port Deposit; and
- Tome School Trail.

Key Recreational Resources

Recreational land use includes municipal, county, and state parks and open spaces, which make up about 10% of the total LSHG. Some recreational resources are available to the public and some are private. Recreational resources in the LSHG include 12 miles of existing greenway trails and 61 miles of river and bay shoreline. In addition to park and open space land there are 10 public boat launches that extend from the northern end of the LSHG to the mouth of the Susquehanna River.

In terms of attracting visitors to the area, Susquehanna State Park leads the way, recording 193,483 visits in 1998. Susquehanna State Park offers over 8 miles of hiking and biking trails, including a 3.3 mile trail that leads north from the Park to Conowingo Dam. In addition, many camping facilities and public boat launches are also included. As another major recreational resource, the City of Havre de Grace provides an urban trail system for pedestrians and bikers that includes a waterfront promenade along the Chesapeake Bay. Port Deposit and Perryville are currently developing similar facilities. The brief listing below highlights some of the LSHG's key recreational resources.

Recreational Resources:

- Susquehanna State Park;
- Perryville Community Park;

- Perryville Public Boat Ramp;
- Owens's Marina;
- Riverview Campgrounds;
- Deer Creek Nationally Registered Historic District;
- Broad Creek Public Landing (private);
- Conowingo Creek Boat Launch (private);
- Conowingo Visitor Center and Swimming Pool;
- Conowingo Trail;
- Shure's Wildflower Area;
- Fisherman's Park;
- Glen Cove Marina (private);
- Funk's Pond (private);
- Line Bridge Park;
- The Havre de Grace Promenade;
- The Havre de Grace Signature Sidewalk
- North Park Loop (a trail segment within Havre de Grace);
- Bulle Rock World Class Golf Course (near Havre de Grace);
- Marina Park (Port Deposit);
- Tome's Landing (Port Deposit):
- Rodgers Tavern Park (Perryville);
- Completed segments of the LSHG Greenway; and
- Scenic road networks and vistas.

PART II: INTERPRETIVE RESOURCES

Museums and Interpretive Resources in Cecil County

- ***Paw-Paw Museum:*** Located in historic Port Deposit, the Paw-Paw Building is in excellent condition. Built in 1821, as Port Deposit's first Methodist church, it originally had separate entrances for men and women and for slaves. The building has since been used as a meeting hall, academy, store, and restaurant. It was purchased by the Port Deposit Heritage, Inc. and restored as a museum and library celebrating the history of Port Deposit. The Paw Paw Museum is open year round.

- ***Perryville Train Museum:*** Located in Perryville and opened in 1996, the Perryville Train Museum was built to commemorate the history of railroad in the town and to demonstrate the important role that Perryville played in the railway's development. Originally a stopping place on the ferry, the arrival of the Philadelphia, Wilmington, and Baltimore Railroad branch in 1837 led to a virtual transformation of Perryville. By the 1870s, the city was criss-crossed by railroad tracks and buildings. Once a small gathering of houses, Perryville became a commercial and social center for Cecil County. The Perryville Train Museum is open year round on a daily basis.

- ***Principio Furnace and Iron Works:*** Built in 1722, the Principio Furnace was one of the first iron furnaces in Maryland. This furnace, along with the Principio Iron Works built in 1775, helped establish the iron industry in the United States. The furnace was destroyed by the British during the War of 1812, but others were constructed in 1836 and 1890 Following World War II the production of iron in Cecil County was halted and the furnaces were dismantled and sold. Currently, the site is in disrepair but the Smithsonian Institute is interested in a project to reconstruct the industry's history, seeking to preserve the area as an industrial archeology site. A farm museum, Christmas tree farm, and farmers' market are also proposed for the site.

- ***Rodgers Tavern:*** Built in the early to mid eighteenth century, Rodgers Tavern was immortalized by George Washington. A frequenter of the tavern between 1775 and 1798 (sometimes accompanied by his wife), Washington recorded his visits in a diary; other prominent guests included Lafayette, Rochambeau, and Charles William Peale and other notable American Patriots. Between 1728 and 1791, the tavern was owned by John Rodgers, whose son would become the "Father of the American Navy." The Tavern was also thought to be a stop on the Underground Railroad, providing shelter for slaves in their quest for freedom. In 1956, the Society for Preservation of Maryland Antiquities (now called Preservation Maryland) obtained the deed to the property and restored the building to open as a museum. In excellent condition, the offices of Lower Susquehanna Heritage Greenway are housed within and Rodgers Tavern is open year round with visits presently scheduled by appointment only.

Museums and Interpretive Resources in Harford County

- ***Concord Point Lighthouse:*** Located in scenic downtown Havre de Grace on Concord and Lafayette streets, the Concord Point Lighthouse is one of the oldest lighthouses on the East Coast. Built in 1827 and still in use, the monument offers a panoramic view of the Chesapeake Bay. From its nineteenth-century construction until 1928, the lighthouse was manned by members of the O'Neil family of Havre de Grace, descendants of John O'Neil (famous for holding the British line during the burning of Havre de Grace in the War of 1812). The Concord Point Lighthouse has been included into the city logo of Havre de Grace and is presently incorporated as a non-profit organization. Current projects include the restoration of the O'Neil house and keepers garden, which are currently in disrepair. The Concord Lighthouse is open from 1:00PM to 5:00PM from May to October on Saturdays, Sundays, and Holidays.

- ***Havre de Grace Decoy Museum:*** Since its opening in 1986, the Havre de Grace Decoy Museum represents state of the art museum facilities and attracts 35,000 to 50,000 visitors per year. The museum has become known for its unusual displays of hand-carved craftsmanship and folk artistry, related to the waterfowl past-times of the area. The Museum uses displays, exhibits, and dioramas to detail the history of decoy making and the Chesapeake Bay and its wildlife. Future expansions are planned to include exhibits on the Susquehanna Flats and other educational programs and visitor services. The Decoy

Museum is located on Giles & Market Streets and is open year round from 11:00AM to 4:00PM daily.

- ***Havre de Grace Maritime Museum:*** (Presently Under Construction) Located at South Park, the proposed 7,000 square foot museum will include indoor and outdoor exhibit spaces, a library, work area and offices, and museum store. The museum will highlight Havre de Grace's position as a contributor to maritime industry and history. The Havre de Grace Maritime Museum is open to the public year round but functions are limited by construction.

- ***Skipjack Martha Lewis:*** The *Skipjack Martha Lewis* one of the few remaining working dredge boats of the Chesapeake Bay Oyster Fleet of commercial fishermen. The boat, built in 1955 and restored to its original state in 1994, is used today for excursions, weekday oyster dredging, and a Discovery Program for students. Annual skipjack races are held in honor of Earth Day. The *Martha Lewis* runs excursions from 6:00AM to 7:30AM from April to October on Thursdays, Saturdays, and Sundays.

- ***Steppingstone Museum:*** Located at 461 Quaker Bottom Road, Susquehanna State Park, the Steppingstone Museum is dedicated to the preservation and display of rural arts and crafts from 1880-1920. A blacksmith shop, woodworking shop, and potter's shed are among the working facilities of the Museum, which is in excellent condition. The Steppingstone Museum offers tours and demonstration classes in turn-of-the-century arts and crafts. Further projects to be developed include a living history program, enhancement of displays, and completion of a scenic overlook of the Susquehanna River. Currently, the Museum is open from 1:00PM to 5:00PM from May to October on Saturdays, Sundays, and Holidays. Jointly sponsored on a non-funding basis with the State of Maryland Park Service, the Steppingstone Museum, Inc. oversees operations with an 18 member Board of Directors, one full-time Executive, three part-time assistants, and an extensive network of volunteers.

- ***Susquehanna Museum of Havre de Grace and Lock House-Susquehanna and Tidewater Canal, Susquehanna and Tidewater Canal-South Lock #10:*** Located near the Susquehanna River on Erie Street in Havre de Grace, this Museum includes a restored 1836 lock house, canal lock, canal basin, and swing bridge. The Museum is dedicated to preservation and representation of the early canal influence and further improvements are planned to include interpretive landscaping around the Lock area. The Lock Museum demonstrates the history and importance of canals in the region's economic and social development. The Toll House and Lock were chartered in 1783 and after several attempts at canal development, the Chesapeake and Delaware Canal (C&D) was built in 1829. In 1839, the Susquehanna and Tidewater Canal in Harford County was opened. The Susquehanna Lock Museum is a private non-profit organization chartered to collect, maintain, and interpret local history. New plans have focused on capital, interpretive, and administrative expansion to improve signage in the area, effective interpretation of local

history, and daily operational aspects. The Museum is open to the public from 1:00PM to 5:00PM from May to October on Saturdays and Sundays.

- ***Susquehanna State Park:*** Susquehanna State Park is located 3 miles northwest of Havre de Grace, on the scenic Susquehanna River. This state park runs along the river offering excellent fishing, boating, hiking, biking, bird watching, and picnicking vistas. It includes the Rock Run Grist Mill (open to the public year round from 10:00AM to Sunset from Memorial Day to Labor Day on Saturdays, Sundays, and Holidays). The Rock Run Grist Mill was built in 1794 and the New Jersey Toll House and the 1804 Archer Mansion overlook the Mill. Demonstrations are offered on a regularly scheduled basis at Rock Run Mill. A visitor center is also included in the park, which is open to the public year round from 9:00AM to Sunset. Some 193, 483 visitors per year frequent the Park to enjoy recreational activities, presenting one of the largest draws for tourism in the region.

- ***Swan Harbor Farm:*** The Swan Harbor Farm is a 469 acre property along the Chesapeake Bay. It includes farmlands and buildings, woods, and wetlands. The main house and grounds can now be used for private parties, receptions, and special events, such as the AMC Spring Antique and Collectible Show, which raises money for cancer research. Proposed plans for the Farm include a trail system, pier, and educational programming. The Swan Harbor Farm may also be chosen to house archeological artifacts removed from the Old Port Baltimore site on Aberdeen Proving Grounds.

- ***Havre de Grace Signature Sidewalk:*** (Presently Under Construction) Although a large portion of the signature sidewalk is complete, more additions are planned. This sidewalk will weave pockets of existing and new parks, museums (such as the Decoy Museum), historic features (such as the O'Neil House and the Concord Point Lighthouse) with other visitor support facilities.

- ***Conowingo Dam:*** Located to the north of Susquehanna State Park near Darlington, the Conowingo Dam power plant was constructed in 1928 on the Harford County side of the Susquehanna River. When it was built, this massive hydroelectric facility was one of the largest power plants in the world. It changed the faces of both Harford and Cecil counties, as existing roads were rerouted and new roads, bridges, and spillways were constructed. Boat travel north along the river was no longer feasible after the dam was completed. It is currently operated by the Susquehanna Electric Company, a subsidiary of the Pennsylvania Electric Company. The Conowingo Dam is open to the public from 11:00AM to Sunset from April to September on Saturday. Some 33,000 visitors frequent the Conowingo Dam on a yearly basis.

- ***Hosanna School:*** The Hosanna School was one of three public schools built in 1867 by the Freedman's Bureau. The property was bought by a free black man to be used as a place of worship, and was later converted for use as the first public school dedicated to

the education of African-Americans in Harford County. The building, listed in the National Register of Historic Places and Historic Landmarks of Harford County, is now a museum.

Special Events in Cecil County

- ***Perryville "Candlelight Tour":*** In December, Perryville holds a seasonal festival which includes concerts, raffles, tree lighting, and a train ride. A candlelight tour of the city is another highlight of the celebration.

- ***Port Deposit "Crab Feast and Seafood Festival Parade":*** This event includes walking tours, arts and crafts, and live music and other performances. In the afternoon there is a town-wide parade, and the evening brings an all-you-can-eat and drink crab feast.

- ***Port Deposit "The Lower Susquehanna History Festival":*** Susquehanna history comes alive with re-enactments, presentations, and historical and ecological education programs.

Special Events in Harford County

- ***Havre de Grace "Children's Game Day":*** The summertime Children's Game Day sponsored by the Steppingstone Museum includes contests for ice cream eating, frog jumping, bean bag tossing, and turtle racing, storytelling, and face painting. The event culminates with a jousting tournament and Robin Hood theatrical presentation.

- ***Havre de Grace "Lock House Days":*** This annual event focuses on history, community, and family fun including rides, games, crafts, food, and music. Each year's event highlights a different community concern, and booths are set up to provide information on issues such as family health care. The event, which is held on the Lock House grounds, is free and open to the public.

- ***Havre de Grace "Flag Day Celebration":*** This annual event is Havre de Grace's way of honoring the American flag. An outdoor ceremony and concert, held on the Lock House grounds, are included in the celebration, which is free and open to the public.

- ***Havre de Grace "Candlelight Tour of Historic Homes of Havre de Grace":*** This annual fund-raiser for the Susquehanna Museum of Havre de Grace at the Lock House is held annually. Visitors are led on an evening tour of historic homes, museums, shops, lodgings, and churches.

- ***Darlington Apple Festival:*** Darlington's apples shine, as witnessed by visitors of the Darlington Apple Festival. Themes concerning apples and pumpkins are presented and refreshments offered, along with entertainment and a country market at this autumn festival. Darlington also offers an annual Herb Festival.

PART III: SIGNIFICANCE

Defining the Significance of the LSHG

The surviving natural, historical, and cultural resources in the Lower Susquehanna Heritage Greenway (LSHG) enable residents and visitors to readily experience what the region was like in previous centuries. Standing on the banks of the Susquehanna, one can envision John Smith sailing up the river to meet the Susquehannocks, or contemplate early pioneers forging their way through the dense forests to establish homes and towns. A 21st Century traveler can sit in the comfort of Rodgers Tavern and know that an 18th Century traveler once enjoyed the same atmosphere, perhaps alongside General George Washington or the Marquis de Lafayette. Decoy carvers, demonstrating their historic craft for visitors at the Havre de Grace Decoy Museum, use the same techniques that were first employed by Native Americans and later refined by sport hunters in the 19th and 20th centuries. These enduring natural, historical and cultural elements offer an ideal opportunity to pursue Maryland's heritage tourism goals and objectives.

Natural Resources

From the onset of European colonization to the growth of small mill towns, the development of canal systems, and the construction of the Conowingo Dam, humans have shaped the natural landscape of the LSHG, first to suit the needs of its early, agrarian communities and later to support the demands of a fast-growing, technology-based society. The significant traits of the LSHG's natural environment, and their contributions to its human environment, are listed below.

- The Chesapeake Bay is the largest estuarine system in the world and the Susquehanna River is its main tributary and source of freshwater contact. The land area of the LSHG surrounds the confluence of these two bodies of water. The LSHG is also traversed by many streams, creeks, and other smaller tributaries, which form a series of natural water crossroads in the region. Scenic high granite cliffs found along the river's banks in the vicinity of Havre de Grace and Port Deposit add sharp natural contrasts to the Susquehanna River and the tidewater characteristics found surrounding towns and farmland.

- Most of the LSHG is located on the Fall Line, which divides the Appalachian Piedmont Plateau from the Atlantic Coastal Plain. The majority of the LSHG is located on the Piedmont Plateau, characterized by rolling hills to steep slopes. At one time, during the early part of European colonization, this wilderness was large and untamed, and only the hardiest of men and women survived.

- The landscape changes to form a coastal plain near the mouth of the Susquehanna River, which bisects the corridor. Areas along the river eventually made excellent spots for tidewater plantation development during the Colonial Era. These plantations served as trading hubs, shipping tobacco and other products from the colonies back to England, forming the crux of the "Old South."

- The Susquehanna River has formed a natural water crossroads for flora and fauna as well. Large forested areas and wetland cover run parallel to the river, providing refuge and habitat for many species of rare birds and plants, found in both Cecil and Harford Counties. Where the river meets the bay, the Susquehanna Flats were created and provide an important habitat for fish, aquatic vegetation, and migratory birds. As a significant resource, Susquehanna State Park allows visitors to experience a combination of natural, historic, and cultural sites, all within the LSHG.

Historical Resources

As the LSHG grew from its colonial roots, it would become one of the finest examples of industry and infrastructure growth in the United States. Situated between the booming industrial and manufacturing centers of the North and the prolific agricultural regions in the South, the LSHG's railroads, rivers, and canals were vital connections in the network of transportation systems that evolved along the East Coast. In booming economic times, these arteries transported a variety of agricultural and manufactured goods between the north and the south. When the nation was at war, armies were carried back and forth over the landscape on boats, barges, and trains. The impact of these transportation systems is evident in the LSHG's history.

- From the early 1700's to the present, the Susquehanna River has been used to move people and goods from New York and Pennsylvania into the Chesapeake Bay tidewater region. In the American Revolution, the Susquehanna River and its tributaries were conduits for both Colonial and British troop movements. In the War of 1812, the Susquehanna would become a bane to local residents, providing the British fleet easy access to towns and villages along its shores, which they burned and ransacked. In the 19th Century, shipping, steamboat travel, and fishing became important hallmarks of the area.

- Many remnants and a few working lock chambers remain in the LSHG as leftovers from the Canal Age (1783-1900). Canals were an important form of early American infrastructure and a primary means of linking the nation's vast resources located along the Eastern seaboard. Because of the river's connection to the Chesapeake Bay, the Susquehanna link had tremendous value in the development of early industry and commerce. In 1783, George Washington and a group of entrepreneurs attempted to raise money to build a canal along the Susquehanna River. After several failed attempts, the Susquehanna and Tidewater Canal opened to traffic in 1839. Fitted with lock chambers to accommodate 100-ton barges, the canal carried bulk traffic mainly from industrial centers in central Pennsylvania. The Susquehanna and Tidewater Canal is one of the most significant historic resources in the area, and its historical interpretation will allow visitors to understand how American industry and commerce evolved along major waterways.

- From the Old Post Road to the inception of the railroad, the LSHG continued its tradition of industry and infrastructure through the 19th Century and into the 20th Century. Many of America's first railroad lines were located within the LSHG.

- In 1928, the Conowingo Dam was opened. In its time, Conowingo was one of the largest hydroelectric power plants in the world. As a significant historic resource, Conowingo Dam stands apart because of the tremendous impact it had on the Susquehanna River.

Cultural Resources

The LSHG is woven into a well preserved cultural landscape. The variety of architectural styles reflected in its structures illustrate the diversity of cultural influences that formed the distinctive character of the LSHG's towns and villages. This distinguished historical and cultural identity is well worth preserving because it forms a link between the "New World" of North America and the "Old World" of Europe.

- The pre-colonial Native American influences within the LSHG are a valuable archeological and cultural resource. Many artifacts and remnants of an indigenous culture exist within the LSHG to the present day. Cecil County alone boasts 25 major archeological sites which are located in the LSHG.

- Because of its geographic location, the LSHG experienced strong cultural influences from Pennsylvania and Delaware during initial colonization. Diverse cultural and religious influences were reflected in the mix of early settlers that included Catholic English settlers under Lord Baltimore and protestant Swedish and Dutch settlers that moved in from Pennsylvania and Delaware in the late 17th and early 18th Centuries.

- In the 18th Century, Welsh and Scotch-Irish influences from Pennsylvania would add to Maryland's growing Protestant foundation. Many of these hardy northern settlers were behind Maryland's battle for religious freedom and were strong advocates for independence during the American Revolution. These immigrants also played a large part in the Civil War.

- The tolerant and religious-minded Quakers had a considerable cultural impact on the LSHG as well, most notably in the Darlington and Berkeley areas, which contain excellent examples of traditional 18th Century Quaker villages.

- The LSHG has a lengthy African-American history which presents many opportunities for historical, educational, and cultural interpretation. African American history in the LSHG spans from the initial tidewater plantations of the early Colonial Period to the Underground Railroad network.

- Hunting and fishing have flourished in the LSHG for centuries and continue to endure as living, cultural traditions. Waterfowl hunting folkways spawned an indigenous art form and a recreational sport that continue to thrive today. The region's marshes and waterways, thick with migrating ducks and geese, attract sport hunters from around the world, and the traditional art of decoy carving draws thousands of visitors each year to the LSHG. The bountiful supply of fish and shellfish in the region gave rise to a commercial

fishing industry that supported generations of families, African-American and white, and continues to have a strong economic and cultural influence on the region. 18th and 19th Century watercraft designed to navigate the region's dense marshes and shallow coves are evident in the design of skipjacks and skiffs moving through its waters today.

APPENDIX C - SOCIO-ECONOMIC OVERVIEW

Context

The Socio-Economic Overview is the basis for developing the Lower Susquehanna Heritage Greenway Management Plan's market analysis. The market analysis is based largely on population statistics for local and nearby metropolitan areas (see Table C-1). For example, Harford County, Maryland is located northwest of the city of Baltimore and is part of the Baltimore Metropolitan Area. In 1997, the Baltimore Metropolitan Statistical Area (MSA) contained 2.48 million people. Cecil County, Maryland, located south of Wilmington, Delaware, is part of the Wilmington-Newark Metropolitan Area. In 1997, the Wilmington-Newark MSA contained 559,000 people. Harford and Cecil Counties both serve as bedroom communities to these metro areas. Because both areas are described as bedroom communities, the population base within these areas represents the total population base from which the Lower Susquehanna Heritage Greenway (LSHG) may draw support.

Table C-1
Local and Metropolitan Area Market Profiles - 125 Mile Radius

Geographic Area	Total Population	% Ages 18-29	% Ages 30-49	% Ages 50-64	% Seniors	% Families w/children	% Married w/o children	% Non-White
Within 125 miles of LSHG	22,338,975	19%	30%	13%	12%	9%	10%	16%
Washington D.C./Metro Area	2,242,688							
Washington D.C.	606,900	24%	30%	13%	12%	4%	6%	75%
Montgomery County, MD	757,027	18%	34%	13%	10%	10%	10%	20%
Prince George's County, MD	728,553	23%	32%	12%	6%	9%	8%	55%
Frederick County, MD	150,208	19%	33%	11%	9%	11%	10%	6%
Baltimore Metro Area	1,068,985							
Baltimore County, MD	692,134	18%	30%	14%	13%	9%	12%	16%
Cecil County, MD	**71,347**	**18%**	**31%**	**13%**	**10%**	**11%**	**10%**	**6%**
Harford County, MD	**182,132**	**19%**	**33%**	**12%**	**8%**	**12%**	**11%**	**12%**
Carroll County, MD	123,372	17%	33%	12%	10%	12%	11%	4%
Philadelphia Metro Area	2,347,973							
Philadelphia County, PA	1,585,577	20%	26%	13%	15%	6%	7%	52%
York County, PA	339,574	17%	30%	14%	13%	10%	12%	6%
Lancaster County, PA	422,822	18%	28%	13%	13%	10%	11%	9%
Wilmington Metro Area	441,946							
New Castle County, DE	441,946	21%	30%	13%	11%	9%	10%	22%
Total Population:								**22,338,975**

Source: 1990 Census

PART I: POPULATION

In 1998, Harford County was ranked in population as Maryland's seventh largest county with 220,700 residents (see Table C-2). Cecil County ranked 13th out of Maryland's 24 counties and contained approximately 81,266 residents. In relative terms, Harford County's population is approximately 2.5 times larger than Cecil County's population.

According to Table C-2, both Counties grew quickly between 1990 and 1998. Households in Harford County grew by almost 20% and Cecil County a little over 15%. Harford County growth accounted for 15% of the total growth in the Baltimore MSA. Cecil County's share of the Wilmington-Newark MSA population has not increased as dramatically over the last 8 years.

Table C-2
Population Trends in Harford and Cecil Counties

Harford County	1990	1998	Change	% Change
Population	182,132	220,700	38,638	17.5%
Households	63,193	78,700	15,507	19.7%
Cecil County				
	1990	**1998**	**Change**	**% Change**
Population	71,347	81,266	9,919	12.2%
Households	24,725	29,240	4,515	15.5%

Source: Claritas, Inc.; ZHA

In the twenty-year period from 1979 to 1990, Harford County's population grew by nearly 60%, a real increase of 70,700 people. From 1990 to 1995, it is estimated that Harford County's population increased by about 14%, or about 3% per year. Harford County is projected to grow less quickly but substantially over the next five years (see Table C-3). Harford County's Department of Planning and Zoning estimates that the number of residents in the County will increase to 239,560 people by the year 2005 and the number of households will increase to 88,090.

In the period from 1979 to 1990, Cecil County's population grew from 56,900 to 72,500 people, or a little over 36%. The Maryland Office of Planning (MOP) estimated the 1997 population of Cecil County to be 80,900 people, which represents about a 2% annual growth rate since 1990. While Cecil County's rate of growth is projected to decline slightly, real annual growth will surpass that which was experienced between 1990 to 1998. MOP estimates that the population of Cecil County will be 83,700 people by the year 2005.

Table C-3
Population Projections - Harford And Cecil Counties

Harford County	1998	2003	Change	% Change
Population	220,700	237,100	16,400	7.4%
Households	78,700	85,540	6,840	8.7%
Cecil County				
	1998	**2003**	**Change**	**% Change**
Population	81,266	86,492	5,226	6.4%
Households	29,240	31,608	2,368	8.1%

Source: Claritas, Inc.; Harford County Dept. of Planning & Zoning; ZHA, Inc.

According to the "Havre de Grace Comprehensive Plan," the 1990 Census population count for the City was 8,952 people. Recent estimates published by the MOP rank the 1994 population of the City at 9,706 people, an increase of about 8.5% in four years. In the previous ten years (1980 to 1990) the population of the City had grown by only 2.2%. Much of the dramatic growth over the

last several years can be attributed to annexations, including the Bayview Estates and Grace Harbor subdivisions.

The town of Port Deposit experienced a substantial drop in population between 1970 and 1980. However, in the decade 1980 to 1990, the trend began to reverse and the population climbed to 685 people. The MOP's most recent population estimate for Port Deposit was 715 residents in 1994.

Although there was a slight drop in population in the decade from 1970 to 1980, the Town of Perryville traditionally has experienced positive growth trends. The 1990 population was 2,456 people. MOP's most recent population estimate for Perryville was 2,638 people in 1994, an increase of 7.4% in four years. Much of this population growth can be attributed to new residential developments, including Owens Landing, which a waterfront townhouse project that is part of the Town's downtown revitalization program.

PART II: ECONOMY

Employment

According to Table C-4, in 1996, there were 82,452 non-farm jobs in Harford County, a 7.2% increase since 1990. While Harford County accounts for 4% of the Maryland's population, it accounted for 11% of the state's employment growth. Over 50% of the jobs in Harford County are either in the service industry or government sector. Approximately 20% of the jobs in Harford County are in the retail industry.

The Cecil County economy is similar to that of Harford except that Cecil has a greater share of its employment in manufacturing (11% versus 5%). In 1996, there were 26,810 non-farm jobs in Cecil County, a 10.8% increase since 1990. Harford County has approximately 3 times more jobs outside the agricultural industry than Cecil County. Both Counties possess economies similar to their MSA's except that finance, insurance, and real estate industries comprise a smaller share and retail a greater.

Table C-4
1996 Employment by Industry and Place of Work - Select Areas

Industry/Place of Work	Harford County	Cecil County	Baltimore MSA	Wilmington-Newark MSA
% Farm	1.2%	2.7%	0.4%	0.4%
Non-Farm				
Agriculture	na	1.6%	0.9%	0.8%
Mining	na	0.5%	0.0%	0.1%
Construction	8.1%	7.9%	5.7%	6.1%
Manufacturing	5.3%	10.5%	7.4%	12.8%
Trans/Utilit	3.3%	5.6%	4.6%	4.4%
Wholesale	3.5%	3.4%	4.7%	3.6%
Retail	19.2%	21.1%	16.3%	16.2%
Fire	6.9%	6.5%	8.5%	13.6%
Services	26.8%	25.3%	33.7%	30.3%
Government	25.3%	17.6%	18.0%	12.2%

Source: Bureau of Economic Adjustment, "Regional Economic Information"; ZHA

Statistics for 1996 compiled by the Office of Labor, Marketing, Analysis and Information (a division of the Maryland Department of Labor, Licensing, and Regulations) showed that unemployment figures for both counties are normal considering population, location, and comparison to other Maryland counties. According to Table C-5, Harford County has a low unemployment rate at 5.2%. Cecil County's unemployment rate is higher at 9.8%.

Table C-5
1996 Unemployment Figures - Harford and Cecil Counties

	Harford County	Cecil County
Unemployment	**5.2%**	**9.8%**

Source: MD Dept. of Labor, Licensing and Regulation, Office of Labor Marketing Analysis and Information, June 1999

Of the 35,000 people estimated to live in the LSHG, fewer than 25% are estimated to be employed directly in the area, although a somewhat larger percentage is employed in the two counties. In 1990, over 40% of the residents of Harford County drove more than 30 minutes to work, and approximately one-third of Cecil County residents commuted more than 30 minutes.

Major contributors to the region's economic activity include the Arundel Corporation (stone quarry), Aberdeen Proving Grounds (military base), PECO Energy Corporation (operator of the Conowingo Dam), various warehousing and distribution facilities taking advantage of the US I-95 corridor, and many small retail and commercial establishments. Tourism and farming also are major economic contributors.

Boating

According to Table C-6, the boating industry is a significant contributor to both Harford and Cecil Counties economies. A study conducted by the "Marine Trades Association of Maryland" in 1997, ranked Cecil County as 3rd in the State for boating expenditures with $37 million spent. This includes gas, dockage, and retail goods and services. Harford County boating expenditures totaled $25.4 million, ranking 7th out of 24 counties.

Table C-6
Boating Expenditures - Top 10 Maryland Counties

	County	1997
1	Anne Arundel	$199,485,764
2	Baltimore	$100,600,077
3	**Cecil**	**$37,001,859**
4	Prince George's	$28,877,434
5	Queen Anne's	$27,539,815
6	St. Mary's	$26,800,814
7	**Harford**	**$25,406,346**
8	Calvert	$25,390,974
9	Montgomery	$23,433,587
10	Talbot	$22,651,259

Source: "Recreational Boating in MD: An Economic Impact Study"; MD Sea Grant; ZHA

Occupation

According to Table C-7, 30% of Harford County residents are in management and/or professional jobs. Some 20% of Cecil County residents are in management and/or professional jobs. There is a higher share of operator/fabricator/laborer occupations in Cecil than Harford. This indicates a larger degree of "blue collar" workers in Cecil County.

Table C-7
Occupations in Harford and Cecil Counties

Occupation	Harford County	Cecil County
Managerial/Professional Spec.	30.4%	20.2%
Technical/Sales/Admin. Support	32.7%	30.4%
Service Occupation	10.9%	11.3%
Farming/Forestry/Fishing	1.5%	2.7%
Precision/Craft/Repair	12.9%	12.7%
Operator/Fabricator/Laborer	11.7%	19.0%

Income

According to Table C-8, the median income in 1998 for Harford County was $47,772. The median income for Cecil County in 1998 was $40,995. The median effective buying income for Harford County was $42,994 for 1997. This was $3,305 above the median for the Baltimore MSA, $42,994 as opposed to $39,689 (see Table C-9).

According to Table C-9, Cecil County's median effective buying income was $17,678 for 1997. This was $6,119 below the Wilmington-Newark MSA median, $43,797 as opposed to $37,678. When compared to the Wilmington-Newark MSA median from 1990 to 1997, Cecil County grew at a slower pace. However, overall, the Wilmington-Newark MSA's median effective buying income grew at a much faster rate than Baltimore.

Table C-8
Median Household Income Trends - Harford and Cecil County 1990-1998

	1990	1998	Change	% Change
Harford County	**$41,663**	**$47,772**	**$6,109**	**14.7%**
Cecil County	**$36,101**	**$40,995**	**$4,894**	**13.6%**

Source: Claritas, Inc.; ZHA

Table C-9
Median Household Effective Buying Income - Baltimore MSA and Wilmington MSA

		1990	1997	Change	% Change
Baltimore MSA		33,440	39,689	6,249	18.7%
	Anne Arundel	38,921	45,749	6,828	17.5%
	Baltimore	36,322	41,764	5,442	15.0%
	Baltimore City	23,207	25,530	2,323	10.0%
	Carroll	34,494	43,827	9,333	27.1%
	Harford	**35,854**	**42,994**	**7,140**	**19.9%**
	Howard	48,046	56,179	8,133	16.9%
	Queen Anne's	27,766	40,462	12,696	45.7%
	Wilmington MSA [1]	32,750	43,797	11,047	33.7%
	New Castle, DE	32,287	44,881	12,594	39.0%
	Cecil	**32,409**	**37,678**	**5,269**	**16.3%**

Table C-9
Median Household Effective Buying Income - Baltimore MSA and Wilmington MSA

		1990	1997	Change	% Change
	Salem, NJ	37,465	NA	NA	NA
Maryland		36,408	42,157	5,749	15.8%

Note: [1] Wilmington MSA total figure excludes Salem, NJ in 1990 to allow comparison with 1997.
Source: Sales Marketing & Management, "Survey of Buying Power (1991 and 1998)

PART III: TRAVEL AND TOURISM

Existing Visitations

There are 14 museums located within the LSHG area, including the Havre de Grace Maritime Museum, which is still under construction. Museum attendance is not tracked methodologically but available figures indicate a moderate to average attendance record of approximately 5,000 to 10,000 people per year/per facility. Among the various museums in the LSHG, the Decoy Museum in Havre de Grace attracts the greatest number of visitors, with an average 40,000 people per year (see Table C-10). At present, the Decoy Museum is the only facility open year round and attended on a daily basis. When the Maritime Museum opens, it will have daily operational hours as well. In addition to the many museums, the LSHG also contains numerous historic sites such as Rodgers Tavern in Perryville and the Concord Point Lighthouse in Havre de Grace. Most historic sites are open to the public but some are private.

Museums located near, but outside of the LSHG boundary include the U.S. Army Ordnance Museum at Aberdeen Proving Grounds and the Ripken Museum in the City of Aberdeen. Joint marketing techniques may allow the LSHG to benefit from high visitation numbers to these museums. Other museums that may contribute to LSHG visitations include the "Upper Bay Museum" in North East.

Table C-10
Visitation Statistics for Museums and Other Attractions - LSHG and Vicinity

Name	Months Open	Days	Hours	# Annual Visits
Susquehanna State Pk	Year Round	Daily	9 am-Sunset	193,483
Rock Run Grist Mill	Mem-Labor Day	Sat & Sun/Holidays	10 am-Sunset	15,000
Archer Mansion	Mem-Labor Day	Sat & Sun/Holidays	10 am-Sunset	15,000
Jersey Toll House	Mem-Labor Day	3 days wk/Sat/Sun/Hols	11 am-Sunset	15,000
Conowingo Dam	Apr - Sep	Saturday	11 am-Sunset	33,000
Decoy Museum	Year Round	Daily	11 am-4 pm	35,000-50,000
Susquehanna Mus. of HdG at the Lockhouse	May - Oct	Sat & Sun	1-5 pm	10,000
Concord Pt. Lighthouse	May - Oct	Sat & Sun/Holidays	1-5 pm	10,000
HdG Maritime Museum	Year Round	Misc. Events		10,000
Steppingstone Museum	May - Oct	Sat & Sun/ Holidays	1-5 pm	7,500

Table C-10
Visitation Statistics for Museums and Other Attractions - LSHG and Vicinity

Name	Months Open	Days	Hours	# Annual Visits
Skipjack Martha Lewis	Apr - Oct	Th, Sat, Sun	2 hr. cruises	5,000
Paw Paw Museum	May - Oct	1st & 3rd Sun/By Appt.	1-5 pm	1,000
Perryville Train Museum	Year Round	Sunday	Noon - 4 pm	2,000
Rodgers Tavern	Year Round	By Appt.	na	na
Total for Museums in LSHG				**356,983 (+ or -)**
*US Army Ordnance Museum	Year Round	Daily	10 am-4:45 pm	149,000
*Ripken Museum	Year Round	Th - Mon	11 am-4pm	15,000
**Bulle Rock Golf Course	Mar - Nov	Daily	9 am - Sunset	25,000 (first year)
**Prime Outlets	Year Round	Daily	10 am-9 pm	1,000,000
****Total Number of Annual Visits to the LSHG= 1,545,983 (plus or minus)**				

***Note: The US Army Ordnance Museum and the Ripken Museum both are located outside of the Lower Susquehanna Heritage Greenway boundary, however, joint marketing techniques may allow the LSHG to benefit from high visitation numbers to these museums. Other museums, which may contribute to LSHG visitations, include the "Upper Bay Museum" in North East.**

****Note: Prime Outlets and Bulle Rock Golf Course are major recreation attractions in the LSHG and are not considered heritage museums.**

Note: The "Total Number of Annual Visitations to the LSHG" (Lower Susquehanna Heritage Greenway) reflects number of visits, not visitors per se and estimated totals may fluctuate from year to year.

Source: Discover Harford County Tourism Council, Inc. and Maryland DNR; ZHA; RJA

Parks and Recreation Facilities

According to Table C-11, the Susquehanna State Park had approximately 193,483 visits in 1998. Conowingo Dam had 33,000 visits in 1997. Tourist data compiled by Discover Harford County indicated that 24% of these visitors were from out-of-state and 30% of those visitors made a purchase locally. The average amount spent was $23.45.

Major recreation facilities within the LSHG include Bulle Rock, an 18-hole world class public golf course located in Havre de Grace. In 1999, 25,000 rounds of golf were played at Bulle Rock. In addition, the Furnace Bay Golf Course is located just east of Perryville. It is scheduled to open in the Spring of 2000.

Events

There are 19 events with historical, cultural, or regional themes and significance hosted each year in the LSHG. Ranging from the Darlington Apple Festival (which attracts 15,000 to 40,000 people annually) to the Maritime Festival in Havre de Grace. In addition, other major events include the Havre de Grace Independence Day celebration, which attracts some 30,000 people annually, and the Darlington Herb Festival, which annually attracts 10,000 people. Nearby events outside of the LSHG boundaries include the Water Festival in North East, which annually attracts 9,000 people. The average annual attendance per event is approximately 5,000 people. The total annual attendance for LSHG events is approximately 109,900 people (see Table C-11). A large portion of the total attendance for special events is drawn from areas outside of the LSHG.

Table C-11
Event Attendance for LSHG Management Area and Environs - Annual Events

Event	Month	Attendance
Skipjack Invitational Races & Earth Day	April	3,000
Decoy, Wildlife Art & Sportsman Festival - HdG Decoy Museum	May	3,500
Lock House Days - Susquehanna Museum of HdG at the Lockhouse	May	2,500
Darlington Herb Festival	June	10,000
Scottish Festival - Steppingstone Museum	June	5,000
Annual Maritime Festival - Havre de Grace	May	4,000
Susquehanna Wine and Jazz Festival - Susquehanna Museum of HdG at the Lockhouse	June	2,100
Havre de Grace Independence Day Celebration	July	30,000
Sporting Clays Events	July	NA
Susquehanna River Festival & Crab Feast - Port Deposit	August	NA
Seafood Festival - Havre de Grace	August	3,000
Arts Festival - Havre De Grace	August	2,000
Duck Fair - Havre de Grace	September	1,200
Children's Art Festival - Havre de Grace	September	1,100
Fall Harvest Festival & Craft Show - Steppingstone Museum	September	1,500
Septemberfest - Havre de Grace Street Festival	September	4,000
Darlington Apple Festival	October	30,000
Swan Fest - Havre de Grace Swan Harbor Farm	October	6,000
Annual Candlelight Tour - Havre de Grace	December	1,000
Total for Events in LSHG		**109,900**
Water Festival - North East	July	9,000
Upper Bay Rockfish Tournament - North East	October	1,500
Dickens Weekend - North East	December	3,500
Total:		**123,900**

***Note: The Town of North East is located outside of the LSHG boundary, however, event visitations can contribute to heritage area visitations.**
Source: Discover Harford County Tourism Council, Inc.; Cecil County Tourism; ZHA

Purpose of Visits

A Discover Harford County Tourism Council report, "FY 97-98 Visitor Survey Report," indicated that the top three visitor activities in Harford County were recreation, visiting historic sites, and water activities (see Table C-12). The primary seasons for visitations are Summer and Fall.

Table C-12
Visitors' Survey Report - Reasons for Visiting Harford County

Recreation	90%

Table C-12
Visitors' Survey Report - Reasons for Visiting Harford County

Historic Sites	90%
Water Activities	61%
Natural Resources	46%
Culture	22%
Sports	17%
State Parks	16%
Family	9%
Business	7%
Other Genealogy	6%

Source: Discover Harford County Tourism Council "FY '97-'98 Visitor Survey Report"

Group Size, Visitor Profile and Length of Stay

The Discover Harford Tourism Council "FY 97-98 Visitor Survey Report" also indicated that the average tourist group size was 2 persons. The average trip duration was one day and one night. The top three information requests were for shopping destinations, museums and historic sites, and national and state parks. The top five states of visitor origin were Maryland (22%), Pennsylvania (17%), New York (9%), and New Jersey (8%). Compared to the national average, Maryland had a greater share of visits to family and friends for personal reasons and a lower share of visitors coming for business, entertainment, and outdoor recreation. The "Visitor Survey" also found that 64% of the visitors to Harford County are from the Mid-Atlantic states, and that 39% were seniors, 87% were adults, 10% included groups with teens and 6% included groups with an infant, toddler, or child.

Tourist Information Services

Visitor centers are maintained in Havre de Grace and Port Deposit. Visitor centers also are maintained in the offices of the LSHG, which are located in Rodgers Tavern in Perryville. Susquehanna State Park maintains several visitor information centers throughout the park. PECO Energy Corporation currently is negotiating turning over of its tourist information center at Conowingo Dam to Harford County.

Tourism Related Employment

According to the Travel Industry of America's publication, "The Impact of Travel on Maryland Counties: 1997," Harford and Cecil Counties ranked 11th and 12th among Maryland's 24 counties in terms of travel related expenditures, payroll, employment, and state and local tax receipts (see Table C-13). Travel expenditures for both counties totaled over $219 million.

Table C-13
Domestic Travel Impact on Maryland - Ranking of Counties by Expenditure Levels

	County	Expenditures ($ Millions)	Payroll ($ Millions)	Employment (Thousands)	State Tax Receipts ($ Millions)	Local Tax Receipts ($ Millions)
1	Anne Arundel	$1,663.99	$510.90	$19.42	$41.09	$41.39
2	Worcester	833.23	228.72	13.52	43.14	43.88
3	Montgomery	799.55	227.85	13.06	42.72	26.77
4	Baltimore City	794.45	234.78	13.80	46.65	26.44
5	Baltimore	515.08	142.46	7.20	26.20	18.12
6	Prince George's	513.95	132.28	7.68	29.17	16.37
7	Howard	294.99	87.72	4.12	11.55	8.18

Table C-13
Domestic Travel Impact on Maryland - Ranking of Counties by Expenditure Levels

	County	Expenditures ($ Millions)	Payroll ($ Millions)	Employment (Thousands)	State Tax Receipts ($ Millions)	Local Tax Receipts ($ Millions)
8	Washington	145.94	37.24	2.04	7.52	3.30
9	Wicomico	132.71	39.00	1.65	4.21	3.09
10	Frederick	116.97	29.76	1.76	6.40	2.69
11	**Harford**	**115.51**	**30.53**	**1.75**	**6.45**	**2.64**
12	**Cecil**	**103.52**	**23.3**	**1.23**	**4.55**	**3.61**
13	Garrett	88.60	21.20	1.20	4.42	5.29
14	Talbot	84.17	23.83	1.46	4.84	3.37
15	Alegany	59.97	13.60	0.79	3.72	1.86
16	Charles	55.28	13.41	0.77	3.07	2.23
17	Saint Mary's	54.11	14.48	0.68	2.17	2.17
18	Carroll	53.78	10.12	0.55	2.84	1.22
19	Calvert	36.86	9.20	0.52	1.76	2.26
20	Queen Anne's	22.38	5.24	0.29	1.19	1.44
21	Kent	21.60	4.60	0.24	0.83	1.34
22	Dorchester	20.35	4.54	0.22	0.97	1.30
23	Somerset	7.80	1.80	0.10	0.38	0.66
24	Caroline	6.45	1.09	0.06	0.33	0.18
	State Totals	**$6,541.24**	**$1,847.66**	**$94.10**	**$296.17**	**$219.83**

Source: Travel Industry Association of America, "The Economic Impact of Travel on Maryland counties: 1997"; ZHA

PART IV: VISITOR SERVICES

Dining Establishments

There are approximately 69 restaurants in the LSHG and its immediate vicinity (see Table C-14). Family restaurants, which typically offer low to moderately priced menus and a casual atmosphere, make up the largest number of eating establishments. Fifteen (15) of the LSHG's restaurants offer fine dining, several of them in an historic or waterfront setting. Several seafood restaurants also are located in the LSHG, as well as eateries offering light fare, pizza, and sandwiches. The "LSHG Recognition Report" stated that restaurants did $59.9 million worth of business in Cecil County and $146 million worth of business in Harford County in 1995.

Table C-14
Dining Establishments - LSHG and Vicinity

Fine Dining	15
Family/Casual Dining	19
Seafood	9
Steakhouse	1
Ethnic	4
Light Fare	9
Pizza/Subs/Fast Food	12
Total Number of Dining Establishments:	**69**

Source: Discover Harford County; Cecil County Tourism

Shopping Facilities

The Prime Outlet Center at Perryville is 148,000 square feet of retail space (over 40 stores), and draws approximately one million people annually from a 100-mile radius, mainly Baltimore,

Washington, D.C., and Harford and Cecil Counties. The towns of Havre de Grace, Port Deposit and Perryville have approximately 50 antique and small retail shops that offer handmade arts and crafts and specialty items. Many of these are located in historic downtown districts, within walking distance of each other.

Accommodations

There are a total of 1,726 rooms in the LSHG and its general vicinity (see Table C-15). These rooms are available for visitors. Current visitor services include 119 rooms in Perryville and 88 rooms in Havre de Grace (including 27 rooms in five bed and breakfast establishments). Overall, this is a small portion of the 1,501 rooms in Harford County. There are no overnight accommodations in Port Deposit but the opportunity for development of hotel and/or motel facilities in the area is good, considering the large vacant tracts of land surrounding nearby MD 275 and the US I-95 Interchange. There also is a potential for accommodation projects at the former Bainbridge Naval Training Center. Scheduled to open in 2002, a 225-room resort and conference center at Bulle Rock Golf Course in Havre de Grace is currently under construction.

Table C-15
Overnight Accommodations - LSHG and Vicinity

Bed & Breakfasts		**Rooms**	**Location**
	Currier House	4	Have de Grace
	Spencer Silver Mansion	8	Have de Grace
	Vandiver Inn	9	Have de Grace
	La Cle'D'or Guest House	2	Have de Grace
	Crazy Swede	4	Havre de Grace
	North Bay Bed & Breakfast	4	North East
	Tide's End Bed & Breakfast	na*	North East
Hotels/Motels		**Rooms**	**Location**
	Comfort Inn	104	Perryville
	Perryville Motel	15	Perryville
	Super 8 Motel	61	Havre de Grace
	Red Roof Inn	109	Aberdeen
	Budget Inn	25	Aberdeen
Hotels/Motels		**Rooms**	**Location**
	Sheraton Four Points	131	Aberdeen
	Holiday Inn	122	Aberdeen
	Super 8 Motel	62	Aberdeen
	Days Inn	49	Aberdeen
	Holly Hill Motel	18	Aberdeen
	Quality Inn & Suites	110	Aberdeen
	Econo Lodge	61	Aberdeen
	Knights Inn	38	Aberdeen
	Sleep Inn	68	Edgewood
	Hampton Inn	90	Edgewood
	Best Western Invitation Inn	159	Edgewood
	Comfort Inn Edgewood	157	Edgewood
	Days Inn of Edgewood	72	Edgewood
	Chesapeake Lodge at Sandy Cove	153	North East
	Crystal Inn	91	North East
	TOTAL	**1,726**	

Source: "Museum Guide", Havre de Grace; "Hotel & Travel Index"Reed Travel Group; Discover Harford County, RJA, Inc.
***unable to obtain detailed information**

Public and Private Marina Facilities

Marina facilities are as necessary to a visiting boater as hotels are to the visitor who arrives by automobile. Both Harford and Cecil Counties offer public and private boating facilities along the Susquehanna River with varying levels of visiting (or "transient") boat accommodations (see Table C-16). By comparison, Harford County has nearly twice the number of public facilities, most of which are located in Havre de Grace. The largest of these, the Municipal Yacht Basin at Tydings Park, is a 275-slip public marina located at the mouth of the Susquehanna River, with fuel and pump out facilities, a transient launching ramp, parking facilities, and several amenities for recreation. A majority of the slips at Tydings are rented on a monthly or yearly basis. Of these slips, slightly more than 50% are rented by Maryland residents and slightly less than 50% are rented by boaters from Delaware, Pennsylvania, and New Jersey. Throughout the boating season (June to September), those slips that are not rented, or that are otherwise vacant, are regularly filled to capacity by transient boaters, such as overnight or weekend visitors. Other public marinas available in Havre de Grace that offer daily but no overnight transient dockage, launching ramps, and/or small boat rentals are Heritage Park, North Park, Jean S. Robert Park, and Frank J. Hutchins Memorial Park. There are three large slips at Frank J. Hutchins Memorial Park, which are leased full-time by commercial tour boat operators. The Susquehanna State Park offers boat launching facilities but no dockage at Lapidum Landing.

Tidewater Marina is Havre de Grace's largest private marina facility. It offers 158 slips, of which 95% currently are rented on a monthly or yearly basis. Tidewater does not reserve slips for transient boaters but usually can accommodate them as vacancies allow. Transient slip rentals are $1/foot/night. The marina manager could not provide a typical number of transients per season but noted that a possible deterrent to visiting boaters is that marinas in Havre de Grace impose a 5% tax on slip rentals, up to $100 per year maximum.

Penns Beach Marina is Havre de Grace's second largest private marina facility. It offers 142 boat slips, virtually all of which are rented on a monthly or yearly basis with a demographic ratio similar to that of the Municipal Yacht Basin. Penns Beach does not advertise daily or overnight slip rental but does allow transient dockage on an "as available" basis. According to the marina owner, this adequately serves the limited number of requests the marina currently receives for transient dockage. The Tidewater Marina has 175 slips. The Havre de Grace Marina has 2 locations; the Havre de Grace Marina at Log Pond with 65 slips available and the Havre de Grace Marina and Yacht Sales with 58 slips available. Transient slips are only available at the Log Pond facility (10 transient slips total) with additional slips open to transient boaters as vacancies permit. The remaining slips at Log Pond and all of those at the Marina/Yacht Sales facility are rented on a monthly or yearly basis, primarily to boat owners from Maryland.

In Cecil County, both Perryville and Port Deposit offer private marina facilities. The largest in Perryville is Owens Marina. It has 200+ slips, which are rented year-round primarily by boaters who reside outside of the county. About 50% of these are from Pennsylvania, 25% are from Maryland, and the remaining 25% are divided evenly between Delaware and New Jersey residents. Transient dockage usually is available, although, typically there is not much demand for it. Fourth of July and Labor Day weekend draw the greatest number of transient boaters. There are two additional marinas in Perryville, both located on the North East River; Craft Haven Marina a full-service facility with 100 boat slips (10 of which are reserved for transient dockage) and Chestnut Point Marina (no additional information available).

In Port Deposit, Tomes Landing Yacht Club is the largest privately-owned marina facility. Its 90 slips are rented on a monthly or yearly basis, and currently are filled to capacity. Less than half of these slips are rented to local residents; most are held by boaters who live elsewhere in Maryland or in Pennsylvania. At present, there are no dedicated transient facilities and no significant demand. Boat slip and bulkhead space are available to transient boaters as vacancies permit. Tomes Landing currently is undergoing expansion to a full-service marina and will double its capacity by Spring 2000. There are no public docking facilities in the Lower Susquehanna Region of Cecil County. However Port Deposit does have a public boat launching ramp at Marina Park, a new waterfront recreation area located on the Susquehanna River.

Table C-16
Marina Facilities and Transient Boat Slips - Harford and Cecil Counties

		Total Boat Slips	Transient Boat Slips (available daily)
Harford County			
3	Private Marina Facilities	443	20
5	Public Marina Facilities	275	approx. 30
8		718	50
Cecil County			
4	Private Marina Facilities	390+	approx. 20
1	Public Marina Facilities	(launch only) 2	0
5		392	20
13	**TOTAL**	**1110**	**70**

Public Parkland

There are a number of public parkland sites in the area that afford community enjoyment as well as potential interpretive sites. They also may provide places for visitor services such as information, parking, and restrooms. These include Marina Park in Port Deposit, the Perryville Community Park located at the southern tip of Perry Point, North Park in Havre de Grace, Susquehanna State Park, and Fishermans Park, located below the Conowingo Dam. Three recently acquired county parks, located in Harford County, Swan Harbor Farm and Oakington, present opportunities to increase park and recreation offerings in the area as well as interpretive venues. Oakington Park currently is under consideration as the location for a facility to house artifacts found from the "Old Port Baltimore" site discovered on Aberdeen Proving Grounds (a full archeological excavation is in progress). In addition, consideration is being given to the purchase of the Hopkins property historic quarry site located in north Port Deposit. The property has the potential for development as a multi-purpose park site that could include interpretive facilities, scenic vistas, bird watching, and a natural amphitheater.

Parking

Parking availability in general in the region is good, with the exception of Port Deposit, which has limited public parking and limited opportunities to create additional public parking within the confines of the town. There are several options available to address parking supply, including providing public parking on the Tome School site (which would require development of access options, such as new access road or shuttle service), and/or development of parking facilities on the Hopkins property if acquired.

APPENDIX D - LINKAGES ANALYSIS

Context

During the LSHG "Public Workshops," citizens of the Lower Susquehanna Region expressed a strong desire to see heritage resources protected and preserved. The goal of Maryland's "Heritage and Tourism Areas Program" is to provide enhanced resource protection. Heritage areas are intended to combine resource preservation with heritage tourism and business development. As an example, if a regional economy is based on heritage tourism, where visitors come to see heritage resources, then the appeal for resource preservation and protection will be heightened at the local level. In this capacity, heritage resource preservation and heritage tourism are compatible objectives that support one another.

PART I: NON-PHYSICAL LINKAGES

Connections between the Lower Susquehanna Heritage Greenway Inc., (LSHGI - the management entity responsible for the heritage area) and organizations and groups sharing common resource preservation objectives create mutually beneficial relationships. In addition, another major component of non-physical linkages within the Lower Susquehanna Heritage Greenway (LSHG) are cooperative efforts which advance the interpretive framework. Special events and local museums are key connections in this process.

Heritage Preservation and Conservation

Many organizations and groups are currently involved in resource preservation initiatives within the LSHG. As non-physical linkages, a connection to each organization involved in heritage preservation is important for the LSHG's success. Connections with historic preservation organizations and groups are valuable relationships that further common goals, including historic interpretation, resource preservation, and heritage tourism (see Appendix G: Partnerships and the Management Plan Process). Some key organizations involved in resource protection within the LSHG include:

- Harford Land Trust;
- Cecil Land Trust;
- Preservation Maryland;
- Historical Society of Harford County, Inc.;
- Cecil County Historical Society;
- Friends of the Concord Point Lighthouse;
- Havre de Grace Heritage Corridor Management Council;
- East Coast Greenway Alliance;
- Battery Island Conservancy;
- Deer Creek Watershed Association;
- Deer Creek Historical Society;

- Port Deposit Greenway Committee;
- Mason-Dixon Trail;
- Port Deposit Heritage, Inc.;
- Port Deposit Revitalization Organization;
- Steppingstone Museum Association;
- Susquehanna River Basin Commission;
- Susquehanna State Park;
- National Park Service; and
- Maryland Historical Trust.

Heritage Tourism

Heritage preservation and tourism are compatible objectives within the LSHG. The success of local heritage tourism initiatives depends on effective relationships with businesses and agencies involved in the promotion of tourism related products and industries. Service industries, such as hotels, bed and breakfasts, or restaurants, are important linkages that support heritage tourism driven economies. As an example, shopping outlets, nature outfitters, antique stores, and local arts and craft stores all provide necessary recreational services for tourists. They also generate economic revenue for municipalities, counties, and the state, increasing heritage tourism appeal.

Heritage tourism connections are essential. As important relationships in the LSHG, the Chambers of Commerce of both Harford and Cecil Counties represent business interests, who may have a claim in the heritage tourism market. Tourism promotional agencies within the LSHG can supply valuable assistance for marketing, such as brochures, publicity, and tour information. Some important heritage tourism businesses and organizations in the LSHG include:

- Prime Outlets at Perryville;
- The antique stores of Havre de Grace;
- Stark Moon Kayak Tours (nature outfitters);
- Harford County Chamber of Commerce;
- Cecil County Chamber of Commerce;
- Perryville Chamber of Commerce
- Havre de Grace Chamber of Commerce;
- Discover Harford County; and
- Cecil County Tourism.

Interpretive Connections

Special events are important linkages for the LSHG's history and culture. These links supply connections to the outside world or connections to the potential heritage tourist. Local arts and crafts shows, antique shows, regional events, heritage festivals, and other displays add appeal to

the LSHG and act as regional heritage tourism attractions (see Appendix B: Interpretive Framework).

Whether year round or seasonal, museums serve as regional heritage centers or attractions. Museums promote and display LSHG interpretive programs. As an example, Havre de Grace's Maritime Museum will display the city's unique connection to the history and culture of the Chesapeake Bay and the Susquehanna River. Museums also can assist heritage tourism programs, acting as marketing and promotional tools.

Currently, the LSHGI has partnered with many local museums and other interpretive facilities for the creation of a regional identity, advancement of key marketing aspects, advancement of museum interpretive projects, and technical/financial assistance to further interpretive programs. Some of these museums are in the beginning stages of their interpretive programs and a unique opportunity exists to create a unified LSHG that is vibrant and appealing. Some important local museums and interpretive facilities in the LSHG include:

- Paw-Paw Museum;
- Perryville Train Museum;
- Rodgers Tavern;
- Concord Point Lighthouse;
- Havre de Grace Decoy Museum;
- Havre de Grace Maritime Museum;
- Steppingstone Museum;
- Susquehanna Museum of Havre de Grace at the Lockhouse, Susquehanna and Tidewater Canal, Susquehanna and Tidewater Canal-South Lock #10; and
- Conowingo Dam.

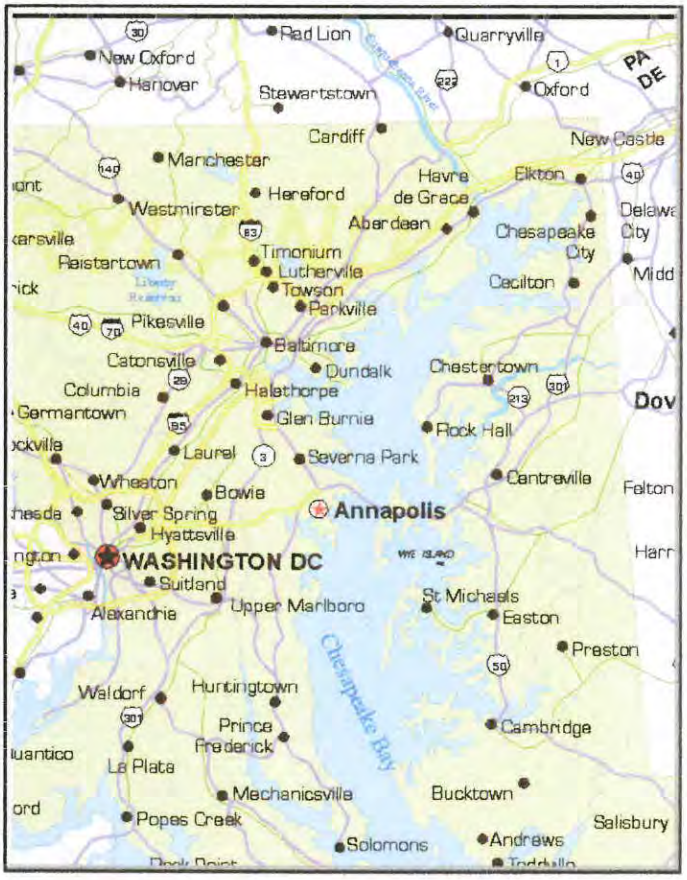
Potential Museum and Interpretive Facility Linkages

An alliance of museums and interpretive facilities located within the LSHG would provide a number of advantages that would assist the region's heritage tourism efforts. Alliance members could combine resources for cooperative projects and programs, including destination marketing and advertising, travel displays for tourism shows, volunteer networking and education, membership drives, and special exhibits and events. An LSHG alliance also could form partnerships with similar alliances in the mid-Atlantic area, which would provide an even greater number of networking and resource-sharing opportunities for the LSHG.

An immediate opportunity for museum and interpretive facility linkages exists in the formation of a regional alliance, one that includes interpretive facilities within the LSHG and similar institutions located in the surrounding vicinity, particularly those that draw visitors from the same regional, tourist, and target markets sought by the LSHGI. Potential candidates for a regional alliance include:

- The Chesapeake and Delaware (C&D) Canal;
- Fair Hill Nature and Environment Center;
- Havre de Grace Ecological Center;
- Ladew Topiary Gardens;
- Pooles Island Lighthouse;
- Turkey Point Lighthouse;
- Harford Glen;
- The Upper Bay Museum in North East;
- Anita Leight Estuary Center; and
- The U.S. Army Ordnance Museum in Aberdeen.

PART II: PHYSICAL LINKAGES



Whether natural or man-made, physical linkages such as highways, airports, waterways, and railroads serve to transport visitors into the LSHG. Currently, the LSHG has an excellent system of physical linkages, which offers an advantage for the future heritage tourism market.

Major Arterial Highways

The LSHG includes a highway and road system that provides excellent access throughout the region. Major highways include US I-95 and US Route 40, both of which traverse the area in an east to west direction. Highways and road systems also adjoin major airport facilities located less than two hours drive time away from the LSHG, including the Philadelphia, Baltimore-Washington International (BWI), Reagan National, and Dulles International Airports.

US I-95 is state-owned and maintained with a limited access toll-way consisting of three lanes northbound and three lanes southbound. Interchanges in the LSHG are located at MD 276 in Cecil County and MD 155 in Harford County. US I-95 is a national highway connector for cities, including New York, Philadelphia, and Baltimore. US. I-95 links the LSHG to some of the most heavily populated cities on the Mid-Atlantic seaboard.

US Route 40 (or Pulaski Highway) is state-owned and maintained with a principal arterial highway consisting of two through lanes in each direction. US Route 40 carries a mixture of traffic from the Baltimore and Wilmington/New Castle regions. Designated as a federally numbered highway, its chief function is to carry through trips. However, a significant number of trips are distributed to both major and minor collectors.

The third major route through the LSHG is US Route 1, which runs north to south. It is a two lane facility that connects from Pennsylvania to the north, across the Conowingo Dam, and into the northern region of Harford County. Whereas US I-95 is a major link to regional markets, US 1 would be considered a link to more local markets, such as Lancaster and York Counties in Pennsylvania.

LSHG Road Systems

Important local routes that feed traffic from major highways and into the LSHG include MD 155 in Harford County and MD 275, MD 276, MD 222 and MD 7 in Cecil County. A proposed new bypass route will extend from Harford County's MD 155 to industrial areas located south of US Route 40. This will help alleviate some of the traffic burden on MD 155 south of US I-95. According to planning officials in Havre de Grace, the bypass concept includes a separate bike lane. This pedestrian connection will help provide access to Swan Harbor Farm, a county-owned park included in the LSHG.

In addition, at the heart of the LSHG is a network of local urban streets and rural roads linking resources. A number of these routes have scenic viewshed qualities. Lending to the overall visitor experience, these scenic roads may also serve as pedestrian and bike routes within the overall greenway concept.

Airports

Airports are an important physical link for the national and international tourist markets. The LSHG is located within easy driving distance of major destination airports, including Philadelphia, Baltimore-Washington International (BWI), Reagan National, and Dulles Airports. Philadelphia Airport and BWI offer passenger and freight service. Both airports are located within 60 miles of the LSHG. BWI is also accessible via the MARC rail service, which stops in Perryville. Local airport facilities include the seaplane field at Havre de Grace, Phillips Air Field, and the Harford County Air Park.

Waterways

Access to the LSHG from the water is an extremely important physical link. The LSHG can be reached via boat from the Chesapeake Bay and the Susquehanna River. However, large craft can only proceed as far north as Port Deposit on the Susquehanna River. Docking facilities are

located in Perryville, Port Deposit, and Havre de Grace. A large majority of visitors to the Lower Susquehanna Region access the area by boat or come to the area for boating recreation.

Rail Service

Both Conrail and AMTRAK rail systems pass east to west through the LSHG. Amtrak and MARC passenger rail-lines are available. The MARC rail services are located in Perryville and the AMTRAK rail services are located in Aberdeen. The MARC rail-line connection in Perryville is a key LSHG link for attracting bicycling visitors (a "niche market") and day trippers. As ridership on the MARC line increases, additional service stops should be added.

The Greenway Trail

As a physical linkage, one major goal of the LSHG is to connect the various local economies of the region in support of heritage tourism. This connection can be achieved through the completion of the greenway trail system, which serves as a unifying element. Through the greenway trail local economies, heritage resources, and public facilities are all connected by a common natural linkage.

Pedestrian and Bike Trails

As a major tourism attraction to the LSHG, the greenway trail system includes both road-based and off-road segments. Trail design ranges from rustic nature trails to more formal urban trails located within the incorporated municipalities. Once completed, the greenway trail system will offer large loop trails, which are the most attractive type of trails to the bicycling community. Bicyclists will be able to access multiple trail loops within one day in the LSHG. Parking for trail users will be available along the loops, in all three municipalities, and at Conowingo Dam and Susquehanna State Park.

River Crossings

A key issue for the greenway trail system is a connection across the Susquehanna River. Ideally, the crossing system would include two pedestrian bridges, one from Havre de Grace to Perryville and one from Port Deposit to Susquehanna State Park, thereby closing the loop trail system. MDOT and Harford County are coordinating the development of a request for proposals to evaluate the feasibility of alternative crossings.

At present, many options are being considered, including pedestrian underpasses on existing highway bridges. Under long-term consideration is the creation of a possible pedestrian/cycling bridge. This river crossing would use existing bridge supports located near the downtown cores of Havre de Grace and Perryville. Described as a "signature attraction", the bridge would allow free and easy access from one side of the river to the other, giving visitors and residents an

opportunity to gain greater access to the Chesapeake Bay, the Susquehanna River, and the downtown business cores of both Havre de Grace and Perryville.

A second alternative exists for a bridge connection from Port Deposit to Susquehanna State Park's Lapidum Landing. However, initially, the LSHG will utilize a water shuttle transportation system developed as a public/private partnership project. The water shuttle would transport visitors to the various river-front communities within the LSHG.

Another consideration is a crossing at the Conowingo Dam. This option will likely involve an on-demand portage service that can be accessed from either side of the river.

Scenic Roads

The network of rural roads within the LSHG provides a means of linking visitors to various heritage resources. These roads traverse a variety of rural agricultural and wooded scenic landscapes, offering dramatic viewsheds. In some instances, the roadways may become part of the official designated greenway trail system. Scenic rural routes contribute to a positive visitor experience. Scenic viewsheds, both coastal and inland, define the LSHG's natural setting, providing the first impressions of the LSHG for visitors.

Wayfinding System

An important heritage tourism infrastructure element for the LSHG will be the implementation of a coordinated system for LSHG signs (which will be coordinated with state and local highway departments). Signs act as wayfinding tools and a wayfinding system of signs will direct visitors to various destinations throughout the LSHG. One critical component of the wayfinding system will be a sign presence for the LSHG at local exit areas on US I-95.

PART III: SERVICES FOR PHYSICAL LINKAGES

Physical linkages such as highways, airports, waterways, and railroads serve to transport visitors into the LSHG. Physical linkages, such as the greenway trail system, transport visitors through the LSHG. Public infrastructure facilities, such as parking for automobiles, restrooms, boat slips/launches for boaters, and bus transit services for rail and airport travelers are important for visitors utilizing these physical linkages into and around the LSHG.

LSHG Parking

Under current demand levels, parking availability in the region is good. However, as demand increases, additional parking will be needed. At present, Port Deposit has limited public parking and opportunities will need to be created for additional public parking, such as development of parking facilities at the Hopkins property. Perryville provides some public parking behind the Town Hall. However, current parking demand at the MARC rail-line station is overflowing into

the Town Hall parking lot. This indicates a need to increase parking for rail-line commuters. Additional parking is available near Rodgers Tavern. Public parking in the City of Havre de Grace is provided by on-street parking and private lots associated with business and service facilities. There is a city parking lot located downtown along the waterfront. It can be accessed from two city streets and the existing capacity is 65 cars. Several of the concept plans (see Appendix H, Capital Projects Master List) include the development of additional parking for heritage tourists.

As demand increases, parking will be limited at key interpretive facilities and greenway trail-head locations as well. In order to foster stronger connectivity, additional parking within the LSHG will be required. At present, parking is ample within Susquehanna State Park and the Conowingo area, which will serve as main departure points for hikers and bikers.

Public Boat Launches and Boating Slips

Adequate public docking and boat launching facilities are major features that attract visiting boaters to waterfront destinations. Based on phone interviews with owners and operators of overnight accommodations in the LSHG, the analysis is that the majority of their May to October clientele, particularly on weekends, were boaters whose stay was generally one or two days in duration. Most of the boat slips within the LSHG are located at private marinas and are rented on an annual basis. Interviews with private and public marina facilities' managers and owners indicated that the current number of public docking facilities available for day or weekend visiting boaters is inadequate within the LSHG, particularly during July and August, the peak of the boating season. There is a need to develop public docking facilities in both Harford and Cecil Counties.

Bus Services

Bus services, such as shuttle buses or tour buses, are important for moving visitors who cannot rely on individual modes of transportation within the LSHG. Those utilizing bus transit systems include tour groups, senior citizens, handicapped visitors, and school groups. At present, public transportation services include Harford County's public bus service, Harford County Transportation Services (HCTS), which operates a Havre de Grace-Aberdeen-Bel Air bus route that travels within the LSHG area, and the Cecil County Department of Aging's shuttle bus service for senior citizens, which operates on an as-requested basis. There are a few private bus companies operating within the LSHG that offer guided motorcoach tours of the area as well. There is clearly a need for increased bus services within the LSHG to facilitate the movement of visitors needing public transportation around the region.

PART IV: SCENIC VIEWSHED GUIDELINES

Resource protection efforts currently provide protection through regulation for virtually all features of a sensitive environmental nature (such as wetlands, floodplains, stream valleys, and

steep slopes, to name a few). Extending these efforts to the protection of scenic viewsheds can provide additional means of protecting important open spaces and heritage resources.

Most people appreciate natural and historical resources for their beauty and harmonious characteristics. Scenic viewsheds define resource characteristics based on textures and compatibility with the surrounding environment. As an example, a beautiful historic structure seems out of place when it is located between two shopping centers. Scenic viewsheds are an important component of the LSHG because they add beauty to the resources. Much of the public participation in the LSHG public workshops expressed a desire to see natural scenic beauty protected. The conservation of scenic viewsheds is recommended as a strategy to accomplish overall heritage resource protection goals and objectives.

The first step in protecting scenic viewsheds is to establish community consensus on what heritage resource scenery should be protected. These results can then be used to designate areas for protection. During the past few decades, landscape architects have pioneered a number of methods to assess the visual qualities of an area. Some of these methods rely primarily on the trained eye of expert landscape architects and planners but others place a heavy emphasis on community participation. Although, many methods include a large degree of subjectivity, some may be very useful in delineating scenic views for protective status within the LSHG. Visual qualities, important and contributing viewsheds, as well as unique natural features all combine to form an evaluation system to determine the best scenic viewsheds. Designated scenic viewsheds will provide enjoyment for tourists and residents alike visiting the LSHG.

Table F-1 provides a system for scenic viewshed quality evaluation and ranking based on certain characteristics or criteria, as presented in *Saving America's Countryside: A Guide to Rural Conservation*. Table F-2 assesses the strengths of the overall scenic viewshed qualities in the LSHG.

TABLE D - 1
Scenic Quality Inventory/Evaluation: RATING CRITERIA

Landform	Vegetation	Water
High vertical relief such as prominent cliffs; or severe surface variations; or highly eroded formations such as weathered rock surfaces; or detailed features dominant and exceptionally striking and intriguing.	A variety of vegetative types in interesting forms, features, and patterns; or various vegetation forms that add to horizon lines.	Clear and clean appearing, still; or cascading white water, any of which are a dominant factor in the landscape.
Interesting erosional patterns; or variety in size and shape of landforms; or detailed features present and interesting, though not dominant or exceptional.	Some variety of vegetation, but only one or two types.	Flowing or still, but not dominant in the landscape.
Low, rolling hills, foothills; or flat valley bottoms. Interesting detailed landscape but features few or lacking.	Little or no variety or contrast in vegetation.	Absent or not noticeable.

TABLE D - 1
Scenic Quality Inventory/Evaluation: RATING CRITERIA

Color	Adjacent Scenery	Scarcity	Cultural/Changes
Rich color variations , a variety or vivid color; **or** pleasing contrasts in the soil, rock, vegetation or water.	Adjacent scenery greatly enhances visual quality; **or** distinctive natural forms; **or** even cultural changes, such as buildings and structures that add to the scenic quality rather than detract from it.	One of a kind; **or** unusually memorable; **or** very rare within the region. Consistent chance for exceptional wildlife or wildflower viewing.	Free from esthetically undesirable or discordant sights and influences; **or** cultural modifications add favorably to the visual variety.
Some intensity or variety in colors and contrast of the soil, rock and vegetation, but not a dominant scenic element.	Adjacent scenery moderately enhances overall visual quality.	Distinctive, though somewhat similar to others within the region.	Scenic quality is somewhat depreciated through inharmonious cultural intrusions, but not so extensively that they are entirely negated; **or** modifications add little or no visual variety to the area.
Subtle color variations, contrast or interest; generally muted tones.	Adjacent scenery has little or no influence on overall visual quality.	Interesting within its setting, but fairly common within the region.	Modifications are so extensive that scenic qualities are mostly nullified or substantially reduced.

TABLE D - 2
Lower Susquehanna Heritage Greenway: Scenic Inventory/Assessment

Landform	Landform	Vegetation	Water
Steep slopes, rock surfaces with an average elevation of 200 ft. Notable formations occur in Harford County near Lapidum and behind Port Deposit in Cecil County.	Gently rolling hills mark the land formation of the Susquehanna region. The area straddles the fall line dividing the Appalachian Piedmont from the Atlantic Coastal Plain.	The heritage/greenway corridor contains both non-tidal and tidal wetlands. These area provide habitat to indigenous fauna, such as the Bald Eagle.	The Susquehanna River and the Chesapeake Bay. The Bay is the largest freshwater estuary in the world and the River is its main tributary.
High cliffs are exceptional points for scenic vistas of the River, the Chesapeake Bay, and the outlying countryside.	Scenic rolling hills are present in the Darlington/Dublin area and north of Port Deposit along Dr. Jack Road. Combinations of steep slopes and rolling hills presents a rare land formation.	The corridor is covered with mature deciduous forests. Dominant species include Tulip Poplar, Oak, and Walnut.	The heritage/greenway boundary is dissected by many tributaries. Scenic creeks and streams are located throughout the study area.
Many eroded rock formations visible along the River. These features accentuate other features.	Granite canyons and other indigenous rock formations are present along outlying tributaries, such as Octoraro and Deer creeks.	The heritage/greenway contains many forms of rare and endangered flora. Rare fern types and a rare white form of red trillium can be found.	The heritage /greenway contains tributary streams with cascading water, small white water rapids, and river falls.

TABLE D - 2
Lower Susquehanna Heritage Greenway: Scenic Inventory/Assessment

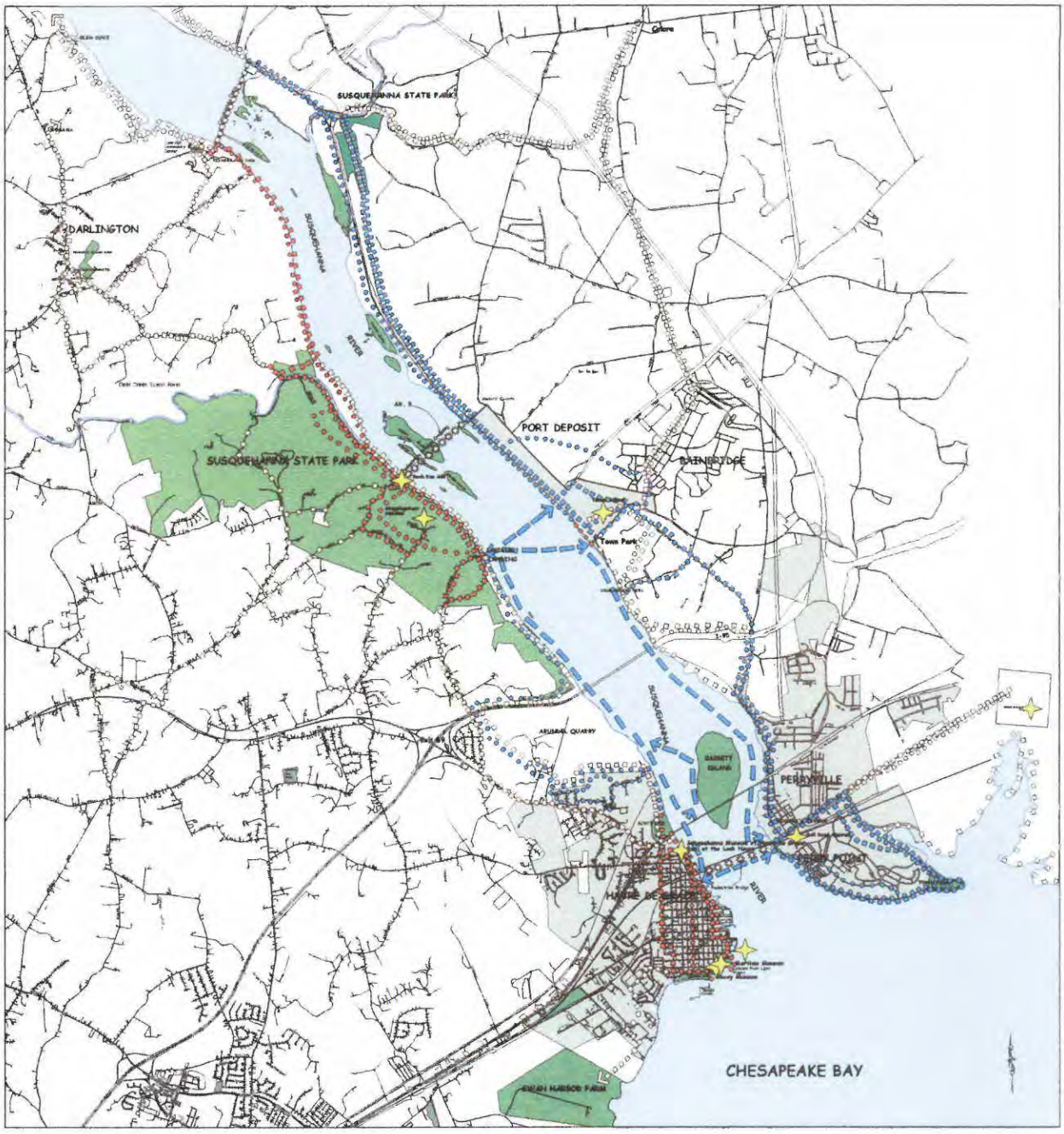
Color	Adjacent Scenery	Scarcity	Cultural/Changes
Bright and vibrant colors mark the area with lush forestry, wild-flowers, and various other flora types. Colorful patterns at Lafayette's statue in Havre de Grace add to the small river town charm.	The Tome School site, with its surrounding area covered in mature deciduous forestry is an example of blended artificial and beneficial adjacent scenery.	The Susquehanna region contains many places to view unique land-formations, distinguishing it from other parts of the state and the country.	Scenic quality is maintained in areas located away from major transportation corridors. Areas such as Port Deposit have beautiful examples of Federal and Victorian architecture, which lend a cultural charm to natural scenic resources.
Rare rock formations, soil textures, islands, and flora and fauna all contribute to both color and natural scenery.	Little marked development in surrounding rural country-sides and Susquehanna State Park adds to adjacent scenery, such as Stafford Road and the Darlington area.	Because of its location between the Appalachian Piedmont and the Atlantic Coastal Plain, the Lower Susquehanna region has a highly diversified landscape.	Scenic quality is somewhat detracted by US Route 40 in both Cecil and Harford Counties. This is an example of cultural intrusion that detracts from scenic quality.
Shures Landing Wildflower Area presents an unusually memorable aspect for nature enthusiasts with a wide variety of rare wildflower growth on steep sloped ravines.	Adjacent scenery detracts in areas north and south of US Route 40 and along I-95. However, areas located off major transportation routes have maintained scenic qualities.	Rare and endangered fern types, wetlands, and wildflowers, as well as several breeding grounds for various rare birds contribute to the area.	Scenic quality is reduced in areas within close proximity to I-95, on both sides of the Susquehanna River.

APPENDIX E - GREENWAY ANALYSIS

Context

The Lower Susquehanna Heritage Greenway (LSHG) consists of a network of 38 miles of trails, including a core greenway trail that would circle the area and connect across the river. It also includes a series of bike loops linked to the core greenway trail (See Map E-1). In addition, there are approximately 8 miles of existing trails in Susquehanna State Park (See Map E-2) and 22 miles of the 190 mile long Mason-Dixon Trail, located in the LSHG. The Mason-Dixon Trail section from Broad Creek to Lapidum Landing Road is an off road trail. The following are the results of an evaluation of the currently proposed trail alternatives:

- Part I identifies opportunities and constraints associated with the trail segments (bike and pedestrian);
- Part II shows examples of trail design standards and per mile cost estimates; and
- Part III outlines the proposed trail development program to be included in the LSHGI's Five Year Capital Projects Program.



Map E-1

LOWER SUSQUEHANNA HERITAGE GREENWAY
TARGET INVESTMENT ZONE

Legend:

Pedestrian Routes:
- Existing
- Planned (1-3 yrs)
- Under Consideration

Bike Routes:
- Existing
- Planned (1 -3 yrs)
- Under Consideration

Pedestrian Bridge

Water Shuttle (Planned 1 - 3 yrs)

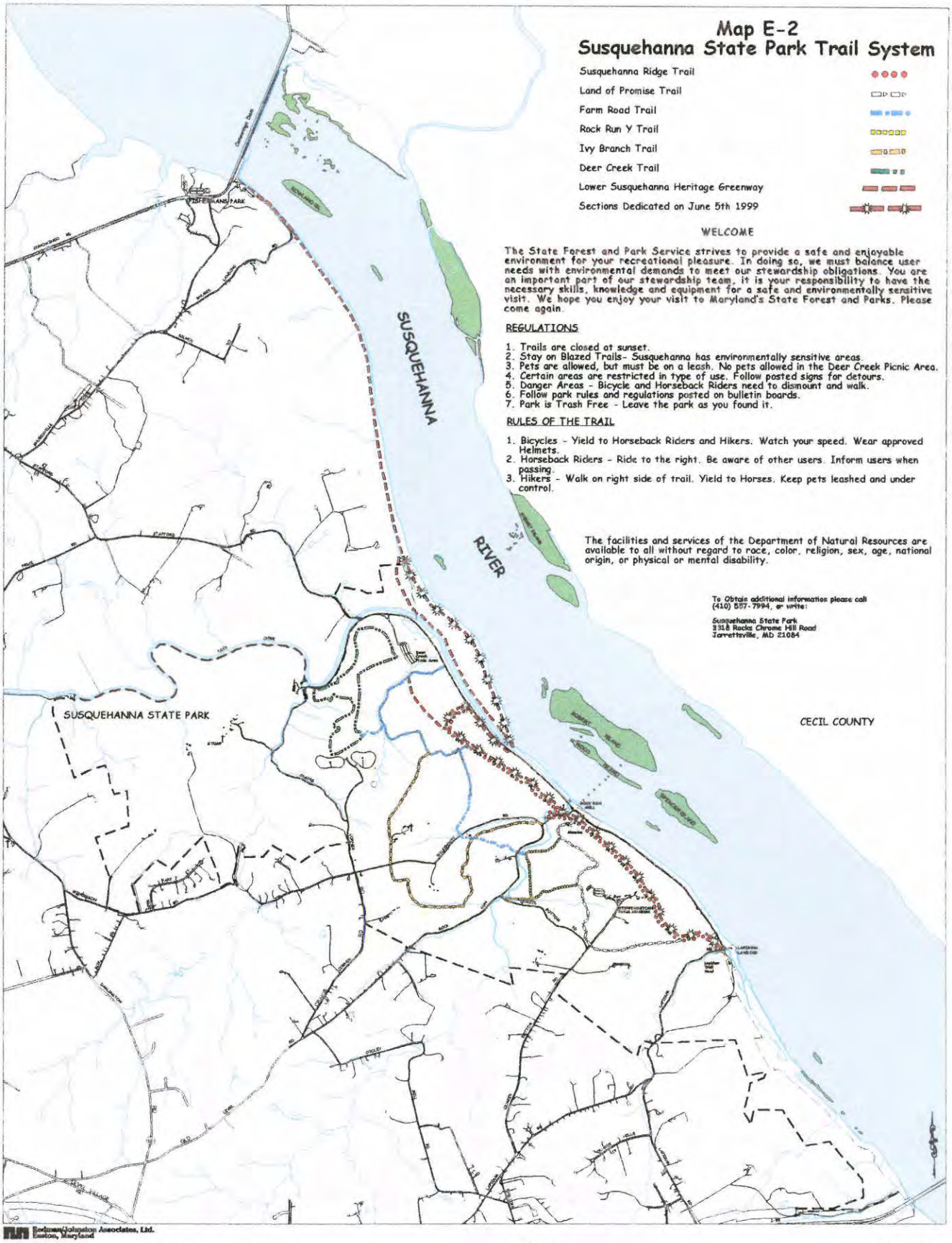
Interpretative Resource

CONSULTANTS:

REDMAN JOHNSTON ASSOCIATES, LTD.
LEAD PLANNING CONSULTANTS
EASTON, MARYLAND

ICON ARCHITECTS
BOSTON, MASSECHUSETTS

KIRSTEN COFFEN
LANDSCAPE ARCHITECT
BALTIMORE, MARYLAND



Map E-2
Susquehanna State Park Trail System

Susquehanna Ridge Trail

Land of Promise Trail

Farm Road Trail

Rock Run Y Trail

Ivy Branch Trail

Deer Creek Trail

Lower Susquehanna Heritage Greenway

Sections Dedicated on June 5th 1999

WELCOME

The State Forest and Park Service strives to provide a safe and enjoyable environment for your recreational pleasure. In doing so, we must balance user needs with environmental demands to meet our stewardship obligations. You are an important part of our stewardship team, it is your responsibility to have the necessary skills, knowledge and equipment for a safe and environmentally sensitive visit. We hope you enjoy your visit to Maryland's State Forest and Parks. Please come again.

REGULATIONS

1. Trails are closed at sunset.
2. Stay on Blazed Trails- Susquehanna has environmentally sensitive areas.
3. Pets are allowed, but must be on a leash. No pets allowed in the Deer Creek Picnic Area.
4. Certain areas are restricted in type of use. Follow posted signs for detours.
5. Danger Areas - Bicycle and Horseback Riders need to dismount and walk.
6. Follow park rules and regulations posted on bulletin boards.
7. Park is Trash Free - Leave the park as you found it.

RULES OF THE TRAIL

1. Bicycles - Yield to Horseback Riders and Hikers. Watch your speed. Wear approved Helmets.
2. Horseback Riders - Ride to the right. Be aware of other users. Inform users when passing.
3. Hikers - Walk on right side of trail. Yield to Horses. Keep pets leashed and under control.

The facilities and services of the Department of Natural Resources are available to all without regard to race, color, religion, sex, age, national origin, or physical or mental disability.

To Obtain additional information please call (410) 557-7994, or write:

Susquehanna State Park
3318 Rocks Chrome Hill Road
Jarrettsville, MD 21084

Redmond/Livingston Associates, Ltd.
Easton, Maryland

PART I: OPPORTUNITIES AND CONSTRAINTS

Trail Section LSHG: Darlington Area/PECO (Harford County) - Trail System

Segment A
Transit Mode: Bike route only
Description: From Stafford Road bridge to village crossroads of Darlington
Trail Development Issues:
Opportunities:
- Travel through scenic rural landscape
- Darlington is a potential heritage area node w/ interesting village character/ historically and architecturally interesting sites/country store/seasonal festivals

Constraints:
- Bikers must share travel lane w/vehicles
- Road cross section is narrow - 10 ft. lane; one lane in each direction

Status: Existing rural roads
Priority: Long Range

Segment B
Transit Mode: Bike Route (rugged terrain, Pedestrian Route
Description: Existing Mason Dixon hiking trail along river
Trail Development Issues:
Opportunities:
- Trail is along river affording best water views
- Linkage to Conowingo Dam fishing area and park - potential trail head w/ existing restrooms/ some dam & fish ladder interpretative signs
- Excellent bird watching

Constraints:
- Connection to trail on north side of Rt. 1 - very busy rural highway
- Connection to trail system on Cecil County side of river. May require on-demand shuttle possibly from Conowingo Visitor Center to service trail head at mouth of Octoraro Creek.

Status:
- Existing trail not designed to accommodate bike travel.
- Property owned by PECO
- Greenway signage will be needed along the existing.

Priority: Core trail systems - Short- to mid-term

Segment C
Transit Mode: Alternative Bike Route
Description: Stafford Road to Shuresville Road to Rt. 1 over dam to Cecil County side
Trail Development Issues:
Opportunities:
- Bypasses bike traffic away from Darlington

Constraints:

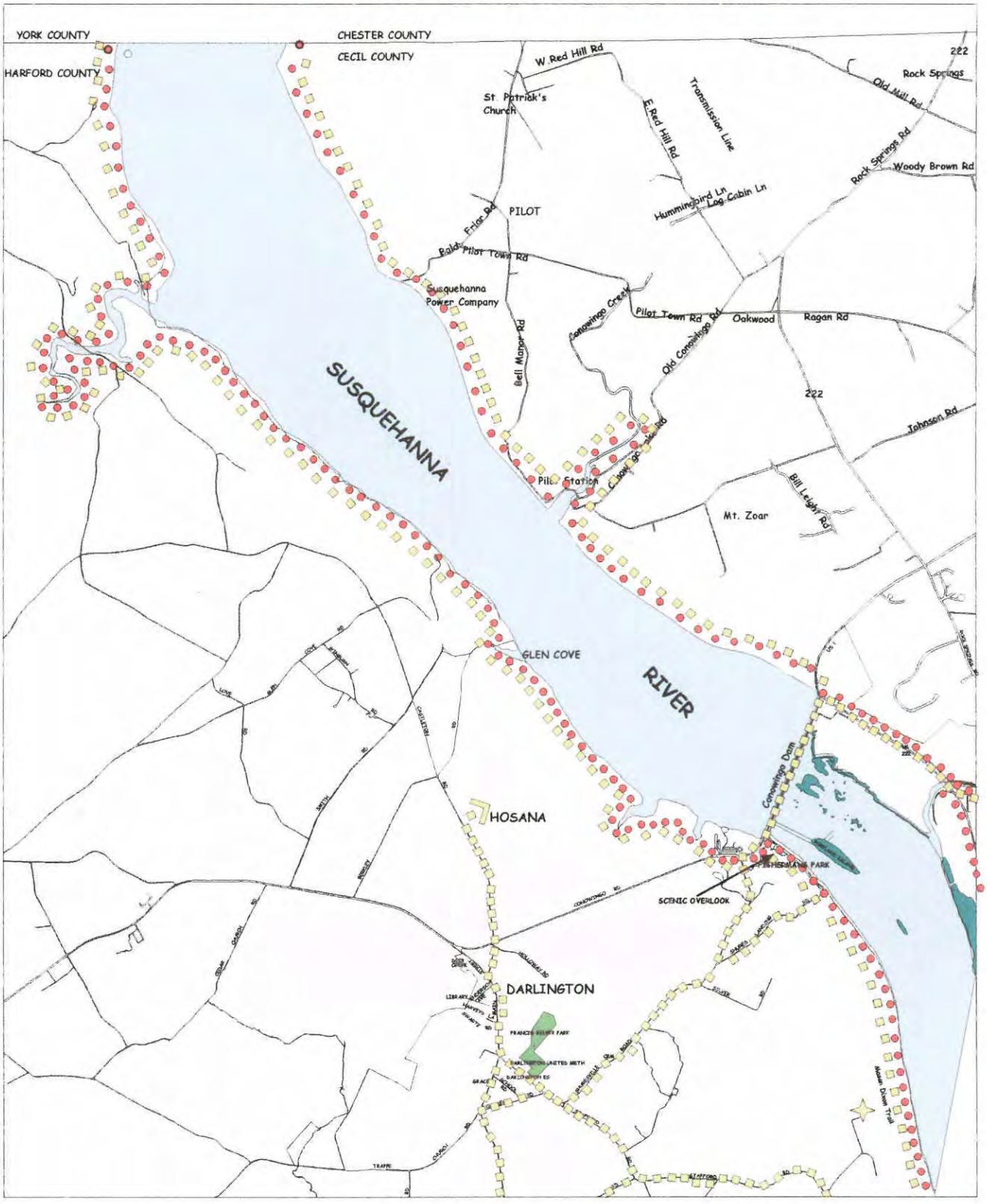
- Bikers must share travel lane w/vehicles
- Road cross section of Stafford and Shuresville Rds. narrow - 10 ft. per lane; one lane each direction
- Rt. 1 has high traffic volumes and dam road is narrow

Status:

- Existing roads
- Needs greenway signage

Priority: Long Range

LSHG - Darlington Area & PECO Trail System



LEGEND

Bicycle Route

Pedestrian Route

Trail Section LSHG: Perryville Trail System

Segment A (TP2)
Transit Mode: Bike Route, Pedestrian Routes
Description: From Rodgers Tavern/Perry Point along waterfront through VA property to Perryville Community Park - Along existing roads
Trail Development Issues:
Opportunities:
- Trail along water affords excellent views of the head of the bay
- Relatively low traffic volumes

Constraints:
- Need to get approval for public access onto VA facility land
- May be concerned about interface with patients
- Bikers must share travel lane with vehicles

Status:
- LSHG has approached VA about concept for Greenway
- Requires pedestrian trail construction
- Needs greenway signage

Priority: Core trail system - short- to mid- term

Segment B (TP2)
Transit Mode: Bike Route
Description: Create linkage between Perryville park road and Mill Creek Drive
Trail Development Issues:
Opportunities:
- Short cut back to Rodgers Tavern Trail Head, completing trail loop around Perry Point
- Low traffic volumes

Constraints:
- Need to get approval for public access onto VA facility land
- May be concerned about interface with patients
- Bikers must share travel lane with vehicles

Status:
- Need Greenway signage
- Requires further research and planning
- Status of Trail development leadership in Perryville?

Priority: Part of core trail system - short- to mid-term

Segment C
Transit Mode: Bike Route, Pedestrian Route
Description: From Firestone Road turn east and travel along Route 7 or obtain trail easement through industrial property and golf course to access Principio Furnace - Potential Heritage site designation

Trail Development Issues:

Opportunities:

- Create access to potential heritage and/or interpretive site

Constraints:

- Bikers sharing lane with vehicles, potentially dangerous
- Enough right-of-way for separate trail?
- Trail options through private property requires legal agreement(s)

Status:

- Needs Greenway signage
- Requires further research and planning

Priority: Long range

Segment D

Transit Mode: Bike Rout, Pedestrian Route

Description: From Firestone Road turn west onto Route 7 back to Rodgers Tavern

Trail Development Issues:

Opportunities:

- Complete trail loop around Perry Point

Constraints:

- Bikers sharing vehicle lane, potentially dangerous

Status:

- Needs pedestrian facility infill
- Needs Greenway signage

Priority: Long Range

Segment E

Transit Mode: Bike Route, Pedestrian Route

Description: From Rodgers Tavern pick up trail that runs in power line right-of-way next to New River Road

Trail Development Issues:

Opportunities:

- No private property involved
- Low traffic volumes

Constraints:

- Currently bikers must share lane with vehicles
- Need visual buffer of power lines
- Limited water views

Status:

- No existing trail developed - but shown on Perryville Visions plan
- Bikers must travel on existing New River Road
- No existing pedestrian access

Priority: Part of core trail system - short- to mid-term

Segment F (TP4)
Transit Mode: Bike Route
Description: New River Road connects with Frenchtown Road
Trail Development Issues:
Opportunities:
- Low traffic volumes
- Some scenic qualities

Constraints:
- Brings tourists through rural residential neighborhood
- Bikers must share the lane with vehicles

Status:
- Bikers can travel on existing roads

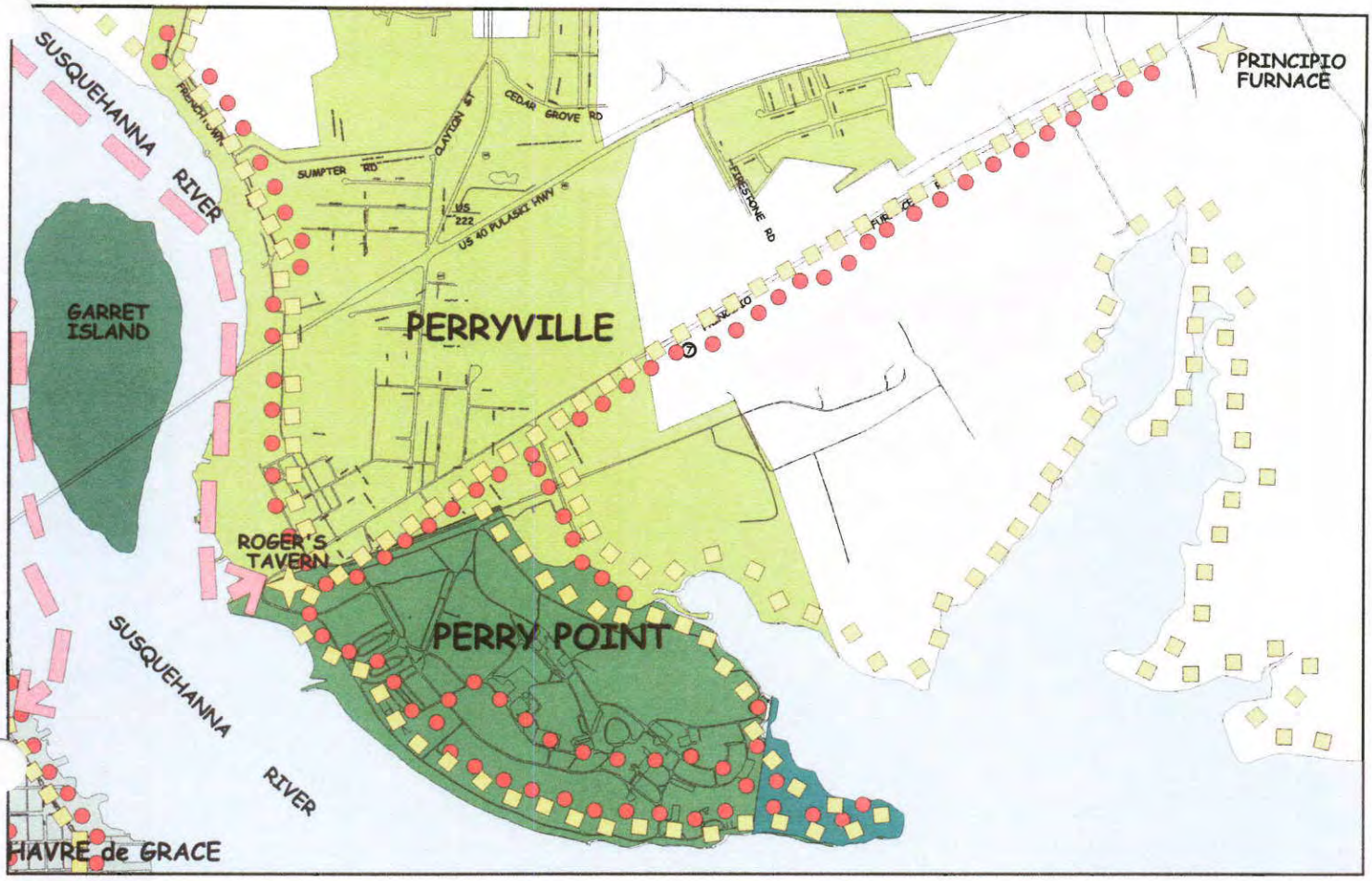
Priority: Part of core trail system - short- to mid-term

Segment G
Transit Mode: Alternate Bike Route, Pedestrian Route
Description: Water shuttle from Owens Landing marina to Port Deposit
Trail Development Issues:
Opportunities:
- Create pedestrian linkage with to Port Deposit
- Avoids problematic trail development issues on Frenchtown Road

Constraints:
- Linage limited to hours of shuttle

Status: Requires further research
Priority: Part of core trail system - short- to mid-term

LSHG - Perryville Trail System



LEGEND

Water Shuttle Route

Bicycle Route

Pedestrian Route

Trail Section LSHG: Susquehanna River Road

Segment A (TP15)
Transit Mode: Bike Route, Pedestrian Route
Description: From the Quarry trail head to Octoraro Creek mouth utilizing the abandoned rail bed; cross MD 222 at Rutledge Road
Trail Development Issues:
Opportunities:
- Use of abandoned rail road corridor
- Linkage to potential trail head with parking and canoe/kayak launch at Octoraro Creek mouth

Constraints:
- Trail not right along water - views of river limited, especially when trees are in leaf
- Trail crosses MD 222 at Quarry and Rutledge Road - need to design safe crossing
- Abandoned rail bed ends at Canal Road - need to travel between road and existing active rail

Status:
- LSHG has done initial analysis and project seems feasible
- Current ownership of rail bed?

Priority: Part of core trail system - short- to mid-term

Segment B
Transit Mode: Pedestrian Route Alternative
Description: From the Quarry trail head to Octoraro Creek mouth on a trail developed between the river and MD 222
Trail Development Issues:
Opportunities:
- Waterfront trail affords excellent views of river and setting
- Linkage to potential trail head with parking and canoe/kayak launch at Octoraro Creek mouth
- Potential for rustic camp sites on PECO land

Constraints:
- Trail would be in river flood plain - could be susceptible to flood damage
- Trail could impact critical area buffer
- Very narrow between river and MD 222 in southern area of trail - piling and boardwalk system may be required

Status:
- 2 private property owners holdings would need to be acquired or get easements for trail through properties
- Majority of land owned by PECO

Priority: alternative route - secondary to segment A

Segment C

Transit Mode: Bike Route, Pedestrian Route

Description: From Octoraro Creek mouth to Conowingo Dam. Bike trail links into MD 222 and Rt. 1 - cross dam to trails on Harford County side

Trail Development Issues:

Opportunities:

- Waterfront trail affords excellent views of river and setting
- Opportunity for overlook on Cecil County side
- Opportunity to establish on-demand shuttle across dam out of Conowingo Visitor Service Center.

Constraints:

- Trail would be in river flood plain - could be susceptible to flood damage
- Some road areas of trail where bikers must share lane with vehicles
- Rt. 1 has high traffic volumes and speeds

Status: land owned by PECO

Priority: Part of core trail system. Short- to mid-team

Segment D

Transit Mode: Bike Route, Pedestrian Route

Description: Continuing along the Octoraro Creek, utilizing the abandoned Octoraro rail bed that turns to follow Basin Run and up to Colora

Trail Development Issues:

Opportunities:

- Unique setting of historic and interesting rail bridges, Basin Run Creek, and rural landscape with old stone houses
- Potential linkage to Colora village crossroads

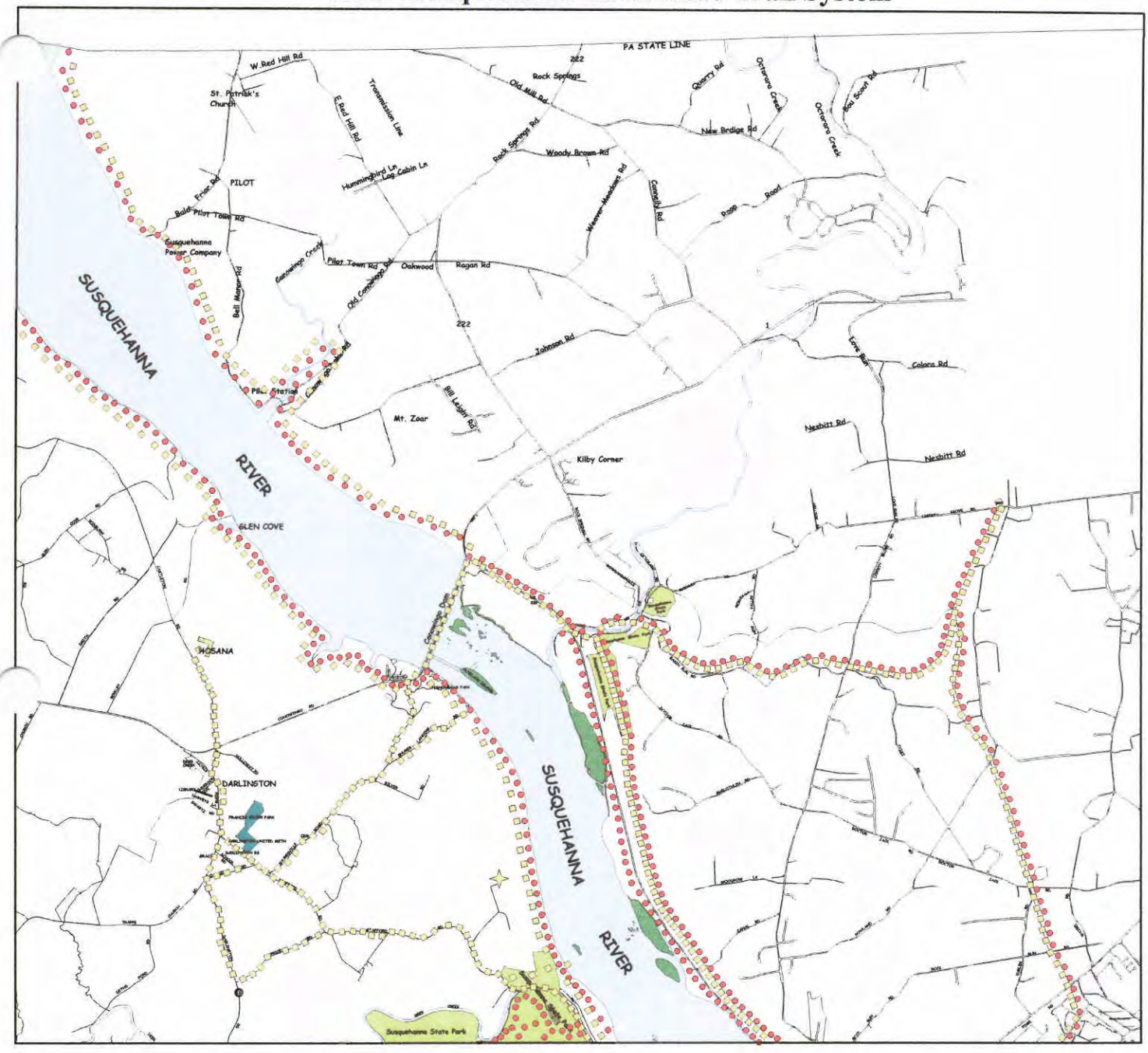
Constraints:

- Rail bed has been taken into private land usage by adjacent property owners
- Residents along corridor may object to public utilizing rail bed for trail

Status: Rail bed owned by ?

Priority: Long Range

LSHG - Susquehanna River Road Trail System



LEGEND

Bicycle Route

Pedestrian Route

Trail Section LSHG: Havre de Grace Trail System

Segment A

Transit Mode: Bike Route only

Description: From intersection of MD 155 and Juniata Street, southbound travel only along Juniata Street. Left turn onto Lewis Street, right turn onto Adams Street, left turn onto Commerce Street

Trail Development Issues:

Opportunities:

- Clear linkage with MD 155

Constraints:

- Bikers must share lane with vehicles
- Minimal scenic value and heritage resources along Juniata Street.
- Visitors may easily get lost trying to follow turns

Status: Greenway signage proposed along existing roads to mark bike route.

Priority: Part of core trail system - short- to mid-term

Segment B

Transit Mode: Bike Route alternative, Pedestrian Route

Description: From Commerce Street, left onto Union Avenue - northbound travel along Union for bikers

Trail Development Issues:

Opportunities:

- Many historic and architecturally significant homes, churches and inns along Union Avenue

Constraints:

- Bikers must share lane with vehicles

Status:

- Greenway signage proposed along existing roads to mark bike route
- Pedestrian route also??

Priority: Part of core trail system - short- to mid-term

Segment C

Transit Mode: Bike Route alternative, Pedestrian Route

Description: Commerce Street to left turn onto Market Street turns into St. Johns Street at Congress Avenue

Trail Development Issues:

Opportunities:

- Interesting small town character - houses/street grid
- Linkages to downtown historic/retail district
- Proposed signature sidewalk from Revolution Street north will provide visual clues for Greenway route and assist in wayfinding

Constraints:

- Bikers must share lane with vehicles

Status:

- Greenway signage proposed along existing roads to mark bike route
- Signature Sidewalk planned from Revolution Street north (as per City Master Plan and HdG streetscape plans)

Priority: Part of core trail system - short- to mid-term

Segement D

Transit Mode: Bike Route, Pedestrian Route

Description: Union Avenue and St. Johns Street intersection with Water Street - Right turn onto Juniata Street, left turn onto MD 155

Trail Development Issues:

Opportunities:

- Potential linkage to Perryville via pedestrian bridge or water shuttle
- Views of interesting bridges and river
- Waterfront area planned for future tourist oriented redevelopment
- Linkages to Susquehanna Museum and canal remnants

Constraints:

- Bikers must share lane with vehicles
- Route takes bikers through challenging intersection at Union and St. Johns Streets

Status:

- Greenway signage proposed along existing roads to mark bike route
- Signature Sidewalk in planning stages (as per City Master Plan)
- Pedestrian route links to Susquehanna Museum and North Park trails

Priority: Part of core trail system - short- to mid-term

Segment E

Transit Mode: Pedestrian Route

Description: Wood boardwalk and Signature Sidewalk have been developed along the waterfront as a linear park

Trail Development Issues:

Opportunities:

- Dramatic water views of river and head of bay
- Linkages to heritage resources - Decoy Museum, future Maritime Museum, light house and Tydings Park

Constraints:

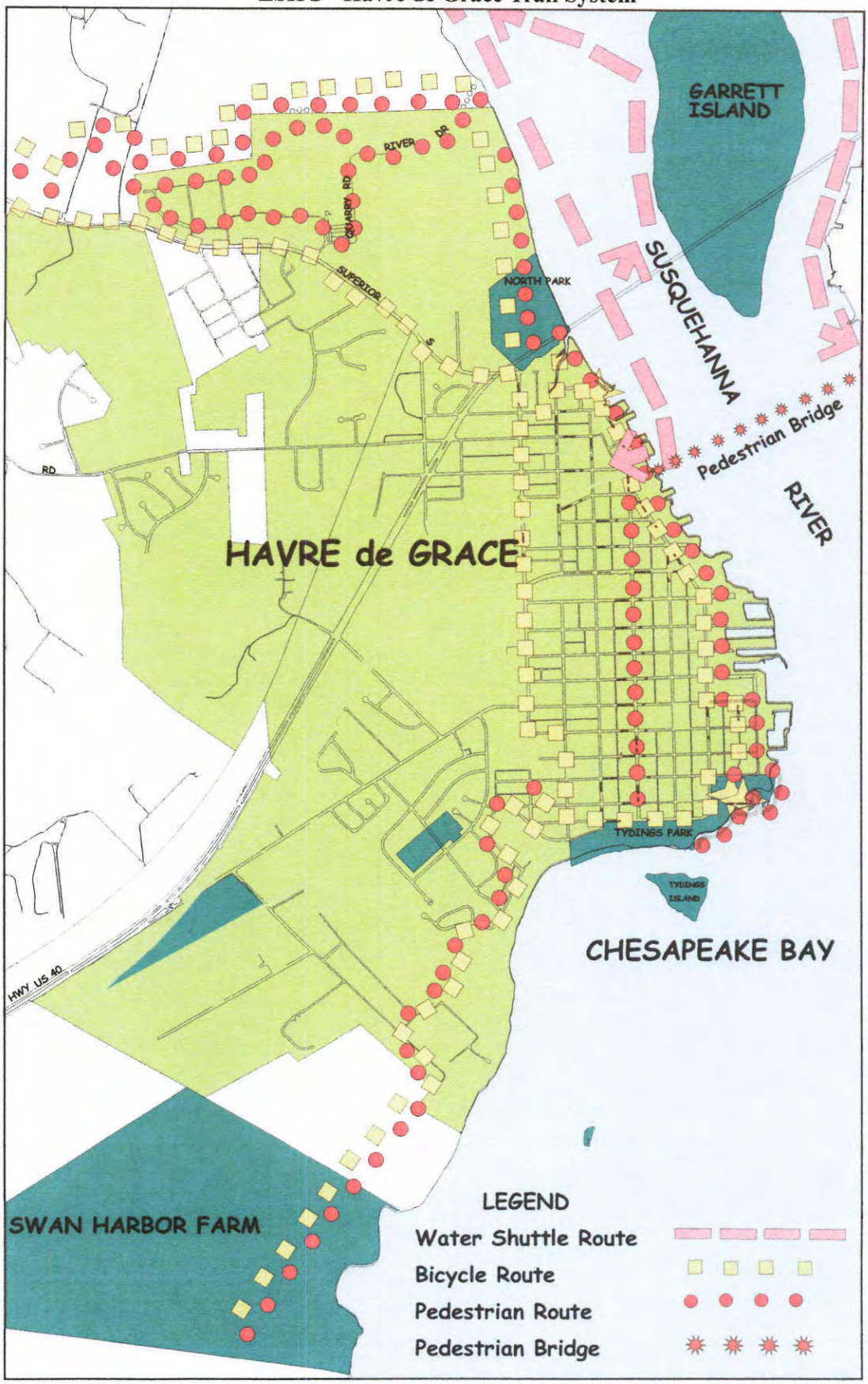
- Bikers not permitted on walkways after 10 am

Status:

- The Promenade - walkway facilities have been constructed
- Greenway signage proposed

Priority: Part of core trail system - short- to mid-term

LSHG - Havre de Grace Trail System



Segment F

Transit Mode: Pedestrian Route

Description: Signature sidewalk along Concord Street. Left turn onto Revolution Street. Right turn onto Market Street

Trail Development Issues:

Opportunities:

- Some river views
- Linkage to future parks (fishing pier, Promenade, and Citizen's Park)

Constraints:

-

Status:

- Signature sidewalk along Concord Street has been recently constructed
- Signature Sidewalk along Revolution Street is planned (as per Citizen's Park Plan)
- Greenway signage proposed

Priority: Part of core trail system - short- to mid-term

Segment G

Transit Mode: Pedestrian Route

Description: From Water Street, right onto Conesto Street to Susquehanna Museum to canal tow path

Trail Development Issues:

Opportunities:

- Susquehanna Museum and North Park are planned as major node for heritage facilities
- Susquehanna Museum and restored canal basin and tow path are existing attractions
- Potential for water shuttle to Lapidum to get hikers/bikers up to State park at Lapidum Landing

Constraints:

- Bikers cannot traverse incline up hill to city community center area which is continuation of trail system
- Arundel Quarry site and waterfront usage prohibit continuation of trail along remnant canal tow path

Status:

- Signature Sidewalk along Conesto Street proposed as per Susquehanna Museum expansion plans
- New stone dust path along remnant canal tow path is nearing construction phase
- Greenway signage proposed

Priority: Part of core trail system - short- to mid-term

Segment H

Transit Mode: Pedestrian Route

Description: River Drive to Quarry Road to right on Grace View Drive to right on Bern Drive - Left on Eugene Drive, right on Drew Drive

Trail Development Issues:

Opportunities:
- Consider feasibility of a different route along edge of Arundel Quarry property
- Meadowvale School wetland project

Constraints:
- Circulation route through residential neighborhood - tourist presence may be disruptive
- Scenic attributes?

Status:
- Existing alignment of Mason Dixon Trail
- Existing neighborhood streets
- Greenway signage to be planned
- Trail conditions require more research (are there existing sidewalks? etc.)
- Alternative trail alignment requires research

Priority: Part of core trail system - short- to mid-term

Segment I

Transit Mode: Bike Route only

Description: MD 155

Trail Development Issues:

Opportunities:
- Best continuous linkage to Susquehanna State Park
- City Master Plan designates development of alternative major road access to city which would make MD 155 safer for bike traffic

Constraints:
- Bikers must share lane with vehicles
- Steep grades difficult for bikers
- High traffic volumes (main route from I-95 to HdG)

Status:
- Greenway signage needs to be planned
- Trail alternative requires more research

Priority: Long Range

Segment J

Transit Mode: Pedestrian and Bike Route (Linkage between Oakington Farm and Swan Harbor Farm and Havre de Grace Promenade)

Description: Construct new trail from Swan Harbor Farm (Harford County Park); through privately owned 'Old Bay Farm'; to Old Bay Lane; right onto 3rd Street; right onto Hinton Street; right curve onto Ebaugh Avenue; to City of Havre de Grace Waste Treatment Plant access road; to left onto Chesapeake Drive; to left onto Wilson Street; right onto Bloomsbury Avenue; right onto Giles Street; to right onto Juniata Street; to left onto Commerce Street; through Tydings Park to head of Promenade

Trail Development Issues:

Opportunities:

- Provide linkage to several hundred acres of spectacular waterfront property under Harford County ownership (Parks and Recreation) along the Oakington Peninsula
- Potential to link the Oakington Area to Havre de Grace via public trail easement through 'Old Bay Farm'. Private property owner has expressed interest in contributing such as easement
- Remaining linkages can be made along existing road network

Constraints:

- Trail segments along road network need to be evaluated for trail infrastructure needs.
- Requires coordination with MD Army National Guard, City of Havre de Grace Public Works, residents of various neighborhoods through which the trail would traverse

Status:

- None

Priority: Long Range

Trail Section LSHG: Port Deposit Trail System

Segement A (TP4)
Transit Mode: Bike Route
Description: From I-95 underpass, Frenchtown Road to MD 222
Trail Development Issues:
Opportunities:
- Scenic rural landscape
- Low traffic volumes
- Potential to re-open closed sections along Frenchtown Road for bike access
- Potential linkage to Donaldson Brown Center - scenic overlook

Constraints:
- Getting closed sections of Frenchtown Road back - did it revert to private ownership
- Bikers must share lane with vehicles - narrow road
- Leads bikers out onto MD 222 at sharp curve in road; Leburn Road may be a safer intersection

Status:
- Existing road, but with closed section/unpaved
- Needs Greenway signage

Priority: Part of core trail system - short- to mid-term

Segment B (TP13)
Transit Mode: Bike Route
Description: MD 222 to Main Street; inks to potential trail head and parking at historic Quarry site; links to potential bridge crossing to Harford County and Susquehanna State Park
Trail Development Issues:
Opportunities:
- Travel to and through Port Deposit which is a small town rich in scenic and heritage resources

Constraints:
- Bikers must share lane with vehicles
- Narrow road

Status:
- Existing road
- Needs Greenway signage

Priority: Part of core trail system - short- to mid-term

Segment C
Transit Mode: Bike Route Alternative
Description: From MD 222 connect with old access road to Tomes School for Boys; travel through historic site to MD 276
Trail Development Issues:
Opportunities:

- Linkage with important heritage resource site
- Route could lead to scenic overlook of Port Deposit and River
- Gets bike traffic off potentially dangerous road (MD 222)

Constraints:

- Coordination with redevelopment of Tomes School historic structures may need to be renovated before public access to area is promoted
- Bikers must share lane with vehicles along MD 276

Status:

- Requires further research and planning

Priority: Long Range

Segment D

Transit Mode: Pedestrian Route

Description: From potential water shuttle landing at Marina Park, travel along promenade through town to quarry trail head; links to potential bridge crossing to Harford County and Susquehanna State Park

Trail Development Issues:

Opportunities:

- Trail along river affords excellent views of river and bridges
- When complete it will offer a very long segment of uninterrupted trail
- Potential to create strong gateway nodes back to Main Street to enjoy heritage resources

Constraints:

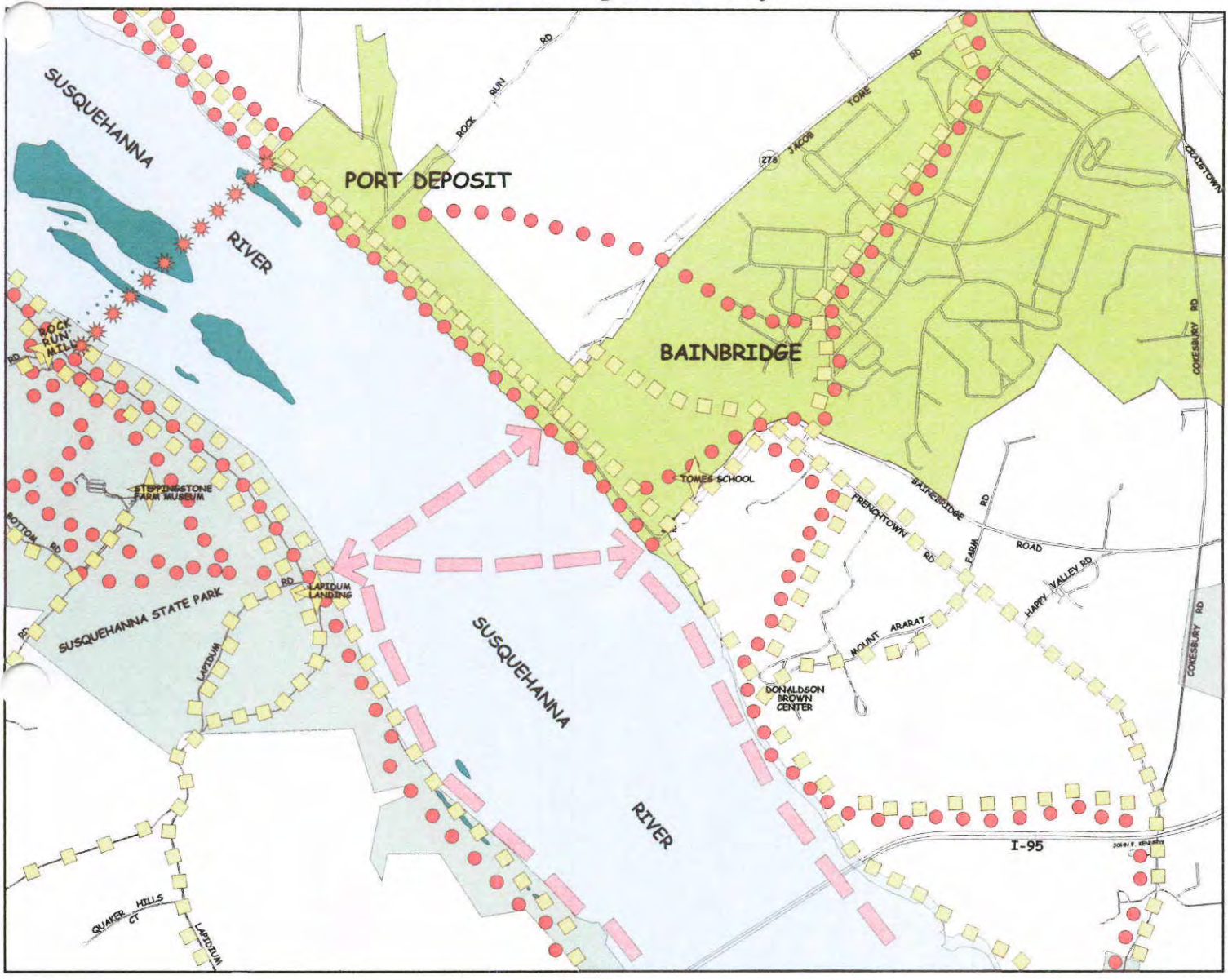
- Town request promenade be pedestrian only
- Some key land parcels need to be acquired
- Very narrow area between active rail and river from River Drive north along river - piling and boardwalk system will be required
- Trail is very separated from Town

Status:

- Sections of promenade with concrete bulkhead have been built; others are in planning stages; jetty at Marina Park funded
- Some key land parcels need to be acquired
- Refer to Port Deposit Map @ 200 scale
- Needs gateway signage

Priority: Part of core trail system - short- to mid-term

LSHG - Port Deposit Trail System



LEGEND

Water Shuttle Route

Bicycle Route

Pedestrian Route

Pedestrian Bridge

Trail Section LSHG: Susquehanna State Park Trail System

Segment A

Transit Mode: Bike Route only

Description: From MD 155, turn onto Lapidum Road; Lapidum Road enters State Park land; Lapidum Road ends at Lapidum Landing boat launch

Trail Development Issues:

Opportunities:

- Rural character of road with views of open fields and river corridor in distance
- Some flat lawn shoulder areas along road - explore potential to expand for bike lane - need right-of-way acquisition
- Road character becomes wooded and enclosed like a "green tunnel" in the park
- Lapidum Landing boat launch area could be developed as a major trail head, existing parking facilities; potential for water shuttle landing
- Nearby heritage resources, including remnants of the canal and locks
- Low traffic volumes

Constraints:

- Bikers must share lane with vehicles
- Road cross section is narrow - 10 ft, per lane, one in each direction
- Road has no shoulder at I-95 bridge - 3' wide sidewalk on one side
- Road grade becomes steep as it winds down bluff towards river elevation - site lines of oncoming traffic to safely pass bikers severely limited
- Road is build as a "shelf" into a bluff where it joins with Herring Run - no room to expand for bike lane

Status:

- Is greenway signage proposed along the existing road
- Research potential to expand bike lane - need right-of-way acquisition

Priority: Part of core trail system - short- to mid-term

Segment B

Transit Mode: Bike Route Alternative

Description: From Lapidum Road turn right onto Stafford Road at existing park gate

Trail Development Issues:

Opportunities:

- Could be developed as a bike only route (potential for pedestrian use also)

Constraints:

-

Status:

- Road appears to be out of service
- Condition of road bed requires further research

Priority: Part of core trail system - short- to mid-term

Segment C

Transit Mode: Bike Route, Pedestrian Route

Description: Stafford Road from Lapidum Road to Deer Creek Picnic Area

Trail Development Issues:

Opportunities:

- Potential to create one lane/one way vehicular route through park, 2nd lane to be used for hiking/biking route
- Excellent trail head and heritage sites along route
- Pedestrian and potential bike links to Stepping Stone Museum
- Potential bridge linkage over river with Port Deposit at Rock Run Mill

Constraints:

- Existing conditions
- Bikers must share lane with vehicle
- Road is very narrow - 18 ft wide with some blind curves
- Pedestrian links to museum require hiking on moderate to steep trail sections

Status:

- Road condition varies - some gravel areas, some paved areas
- Research potential to close one vehicular lane
- Is greenway signage proposed along the existing road
- Remnants of stone pilings from old covered bridge still exist

Priority: Part of core trail system - short- to mid-term

Segment C-1

Transit Mode: Alternative Bike Route, Alternative Pedestrian Route

Description: Renovate existing canal tow path remnant as hiker/biker trail

Trail Development Issues:

Opportunities:

- Trail is along river, affording the best water views
- No conflict with vehicular traffic

Constraints:

- Severe construction constraints because former canal basin is now nontidal wetlands with sensitive wildlife and plant habitat

Status:

- Previous research has explored the feasibility of this option - may not be worth further investigation

Priority: Long range

Segment D (TP20, 22a and 22b)

Transit Mode: Pedestrian Route

Description: From Havre de Grace neighborhood roads, route along backside of Arundel Quarry joins with Lapidum Road to cross I-95 travels along I-95 right-of-way to State Park land along river

Trail Development Issues:

Opportunities:
- Potential to design trail that is separate from road

Constraints:
- Road has no shoulder at I-95 bridge - 3' wide sidewalk on one side
- Requires agreement with private property owners for trail easement

Status:
- Requires research

Priority: Part of core trail system - short- to mid-term

Segment E

Transit Mode: Pedestrian trail along former tow path

Description: From Stafford Road trail crosses Deer Creek Bridge and travels along river

Trail Development Issues:

Opportunities:
- Trail is along river affording best views of river

Constraints:
- Controversial

Status:
- Is existing trail designed to accommodate bike travel
- Property owned by PECO
- Is greenway signage proposed

Priority: Part of core trail system - short- to mid-term

Segment F

Transit Mode: Pedestrian Route Alternative

Description: Existing Mason Dixon Trail

Trail Development Issues:

Opportunities:
- Trail traverses a variety of interesting woodland areas

Constraints:
- Trail may be too rugged and difficult for some users

Status:
- Existing hiking trail
- Is greenway signage proposed along existing trail

Priority: Part of core trail system - short- to mid-term

Segment G

Transit Mode: Bike Route

Description: From Stafford Road, Wilkinson Road to Rock Run Road, to Quaker Road, to Stepping Stone Museum

Trail Development Issues:

Opportunities:
- Wooded and rural landscape

Constraints:

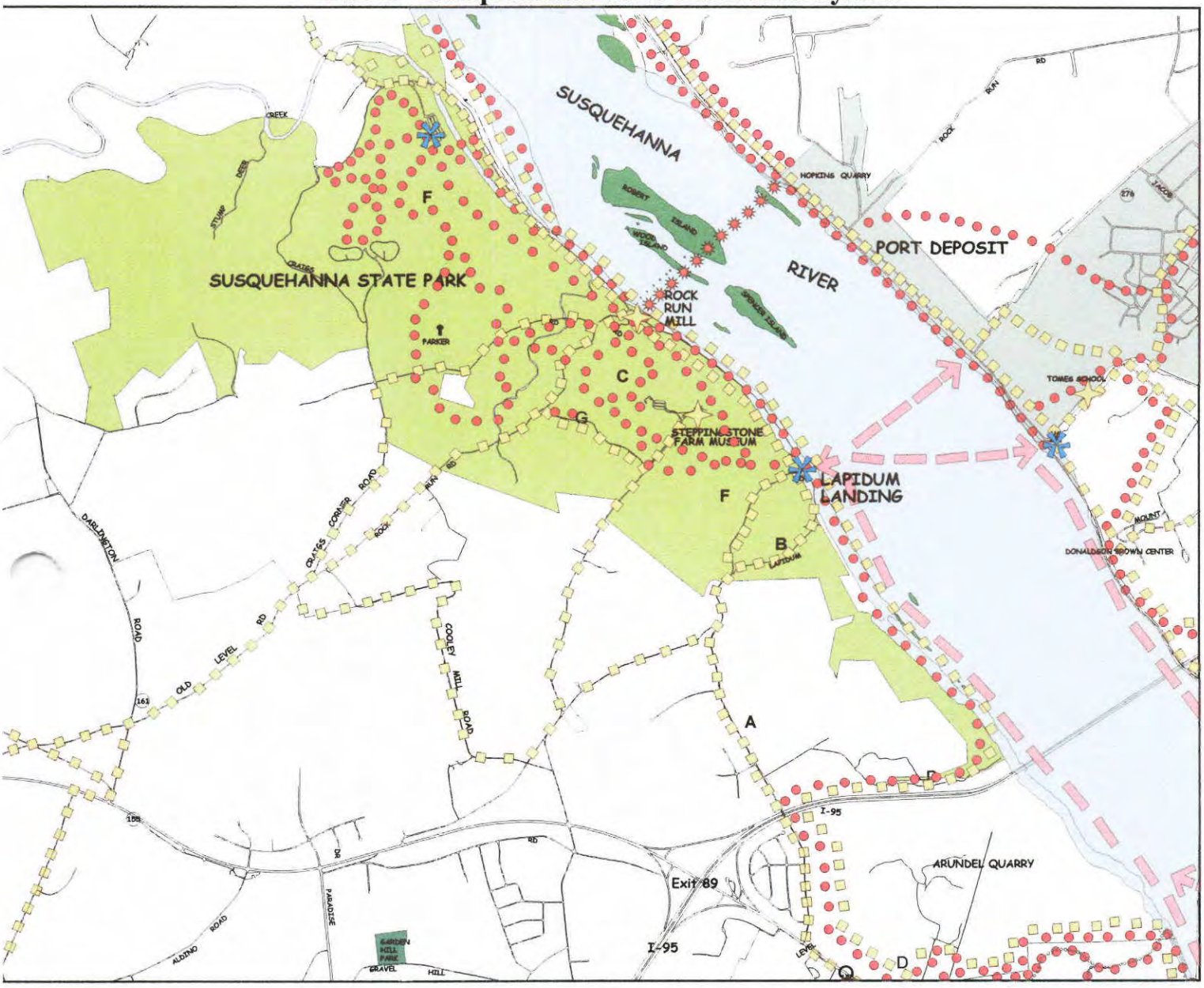
- Bikers must share lane with vehicles
- Road cross section is very narrow - 10 ft per lane, one lane in each direction
- Steep grades in many sections with blind curves

Status:

- Is greenway signage proposed along existing roads

Priority: Long Range

LSHG - Susquehanna State Park Trail System



LEGEND

Water Shuttle Route

Bicycle Route

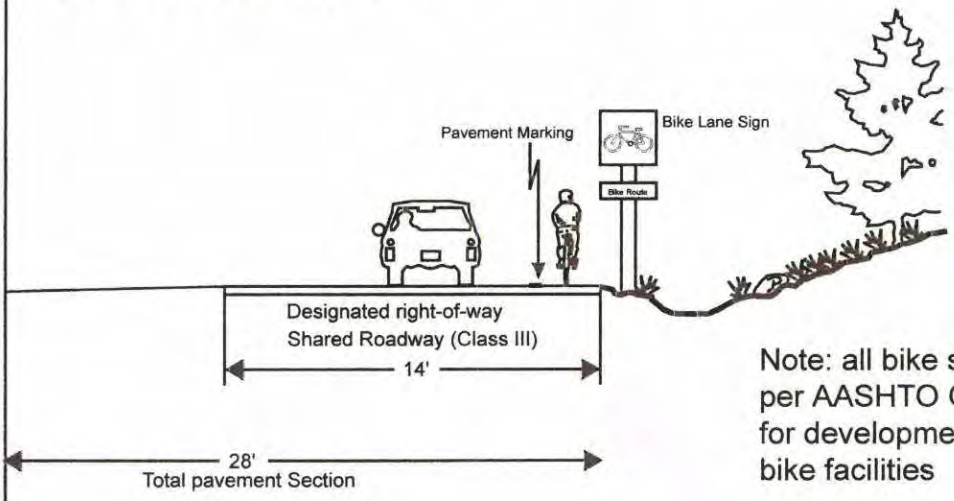
Pedestrian Route

Pedestrian Bridge

PART II: TYPICAL TRAIL DESIGN STANDARDS

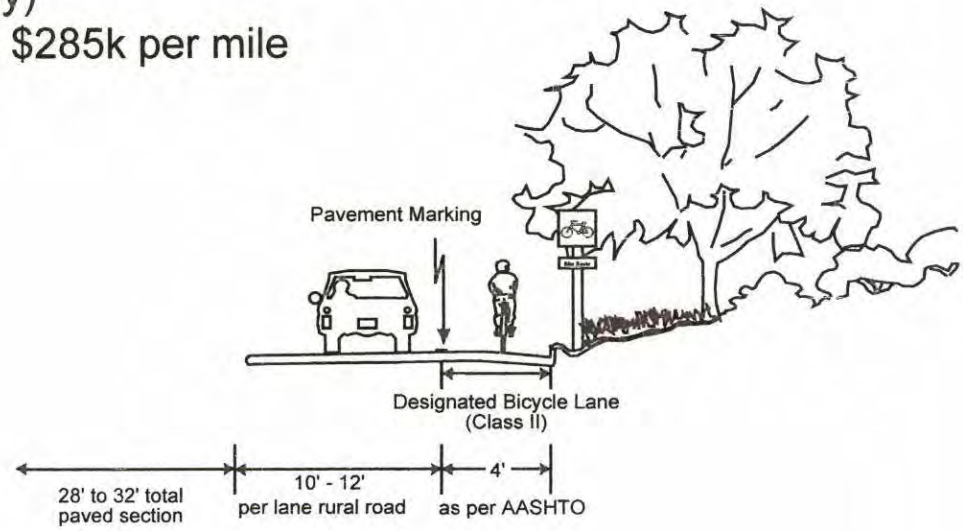
Example 1: Rural Conditions - State Park & Rural Areas

- Rural Road Corridor - Shared Use Roadway
  (Bike only)
  $162k to $285k/mile



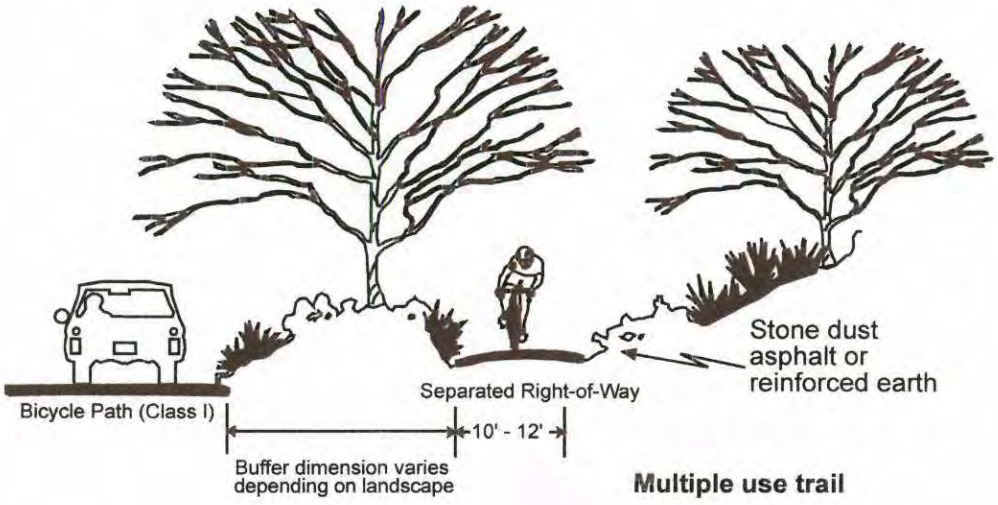
Note: all bike standards are per AASHTO Guide for development of bike facilities

- Rural Road Corridor - Designated Bicycle Lane
  (Bike only)
  $162k to $285k per mile

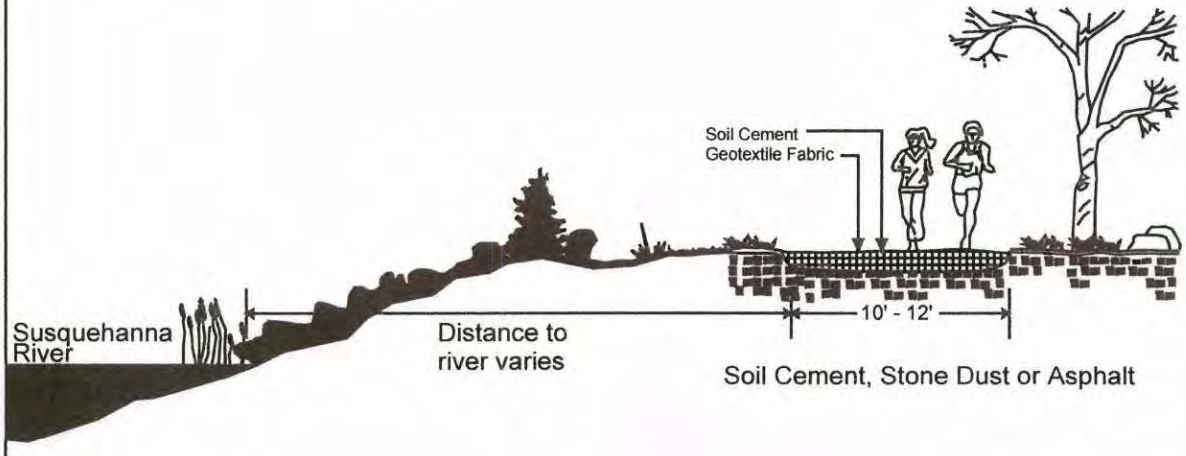


Example 2: Rural Conditions - State Park & Rural Areas

- Rural Road Corridor - Separate Bike Lane
  (Bike & Pedestrian - if it connects to a pedestrian trail)
  $425k per mile

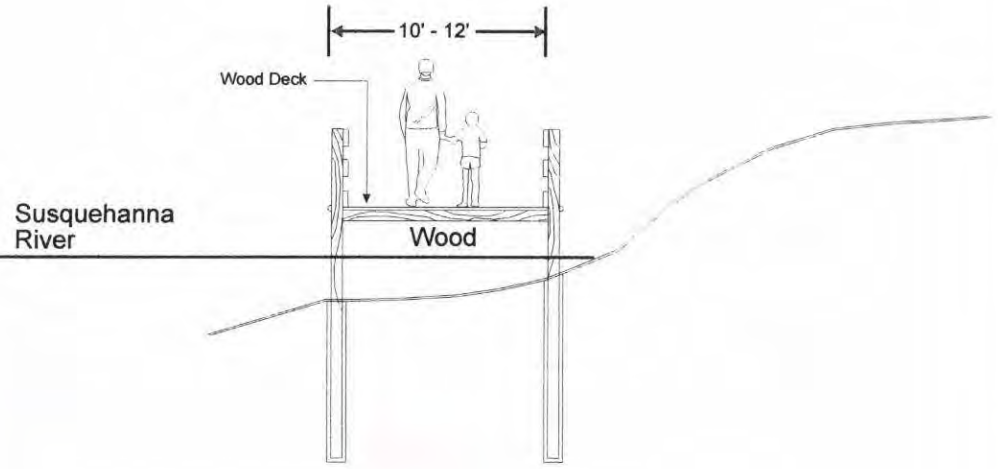


- Trail along water's edge
  (Bike & Pedestrian)
  $425k per mile

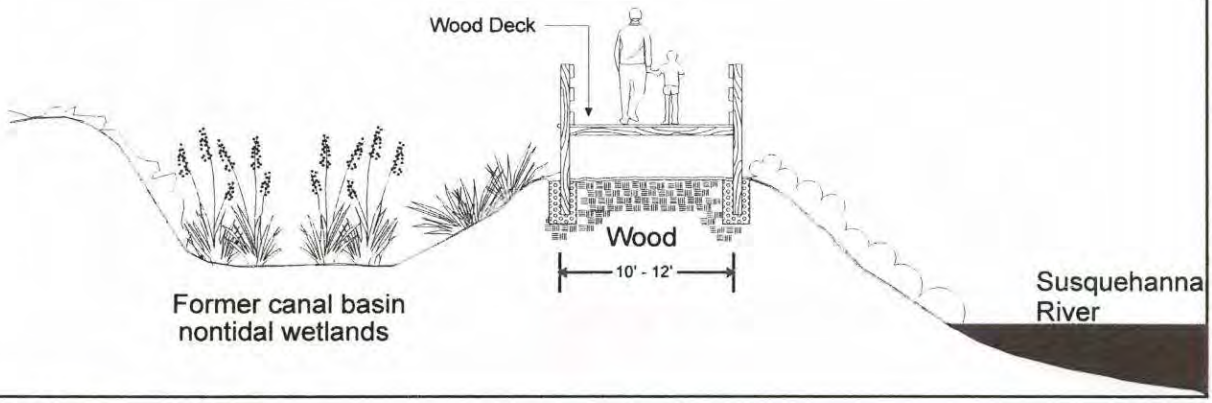


Example 3: Rural Conditions - State Park

- Boardwalk along water's edge
  (Pedestrian and potentially bike)
  $2.64 million per mile

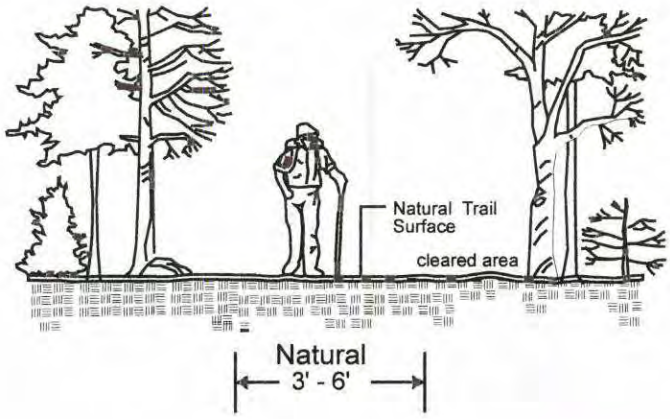


- Boardwalk built over former canal tow path
  Note: this option requires feasibility study to detemine if construction could be done without impact to nontidal wetlands and other sensitive areas



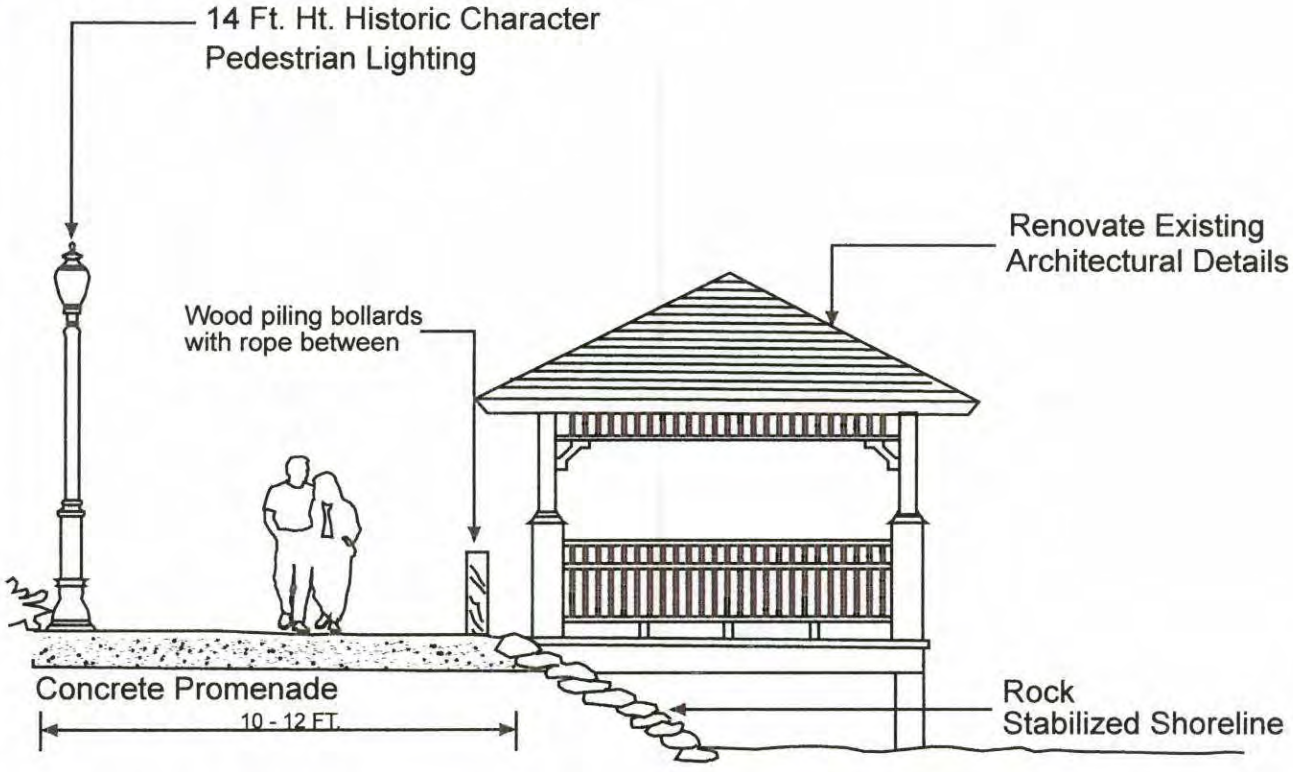
Example 4: Rural Conditions

- Rustic Trail (steepness of terrain varies) (hiking, mountain biking, horse back riding) $50k per mile



Example 5: Rural Conditions

Concrete Promenade along water edge
(pedestrian only)
$470 k/mile

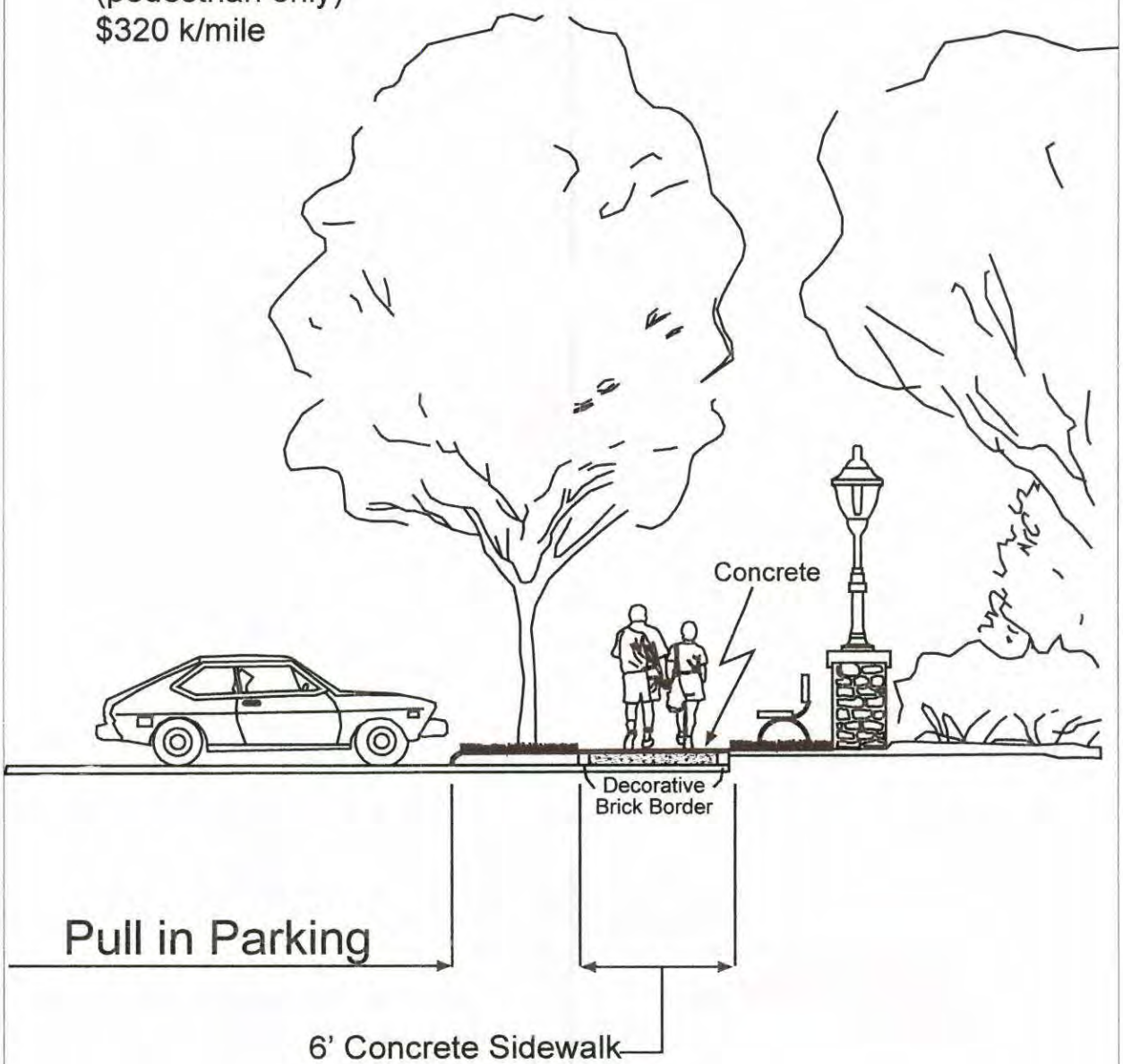


(from Marina Park, Port Deposit Concept Plan)

Example 6: Urban Conditions

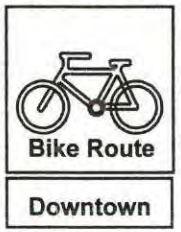
(from Citizen's Park, Havre de Grace Concept Plan)

- Concrete Sidewalks within Downtown Areas (pedestrian only) $320 k/mile



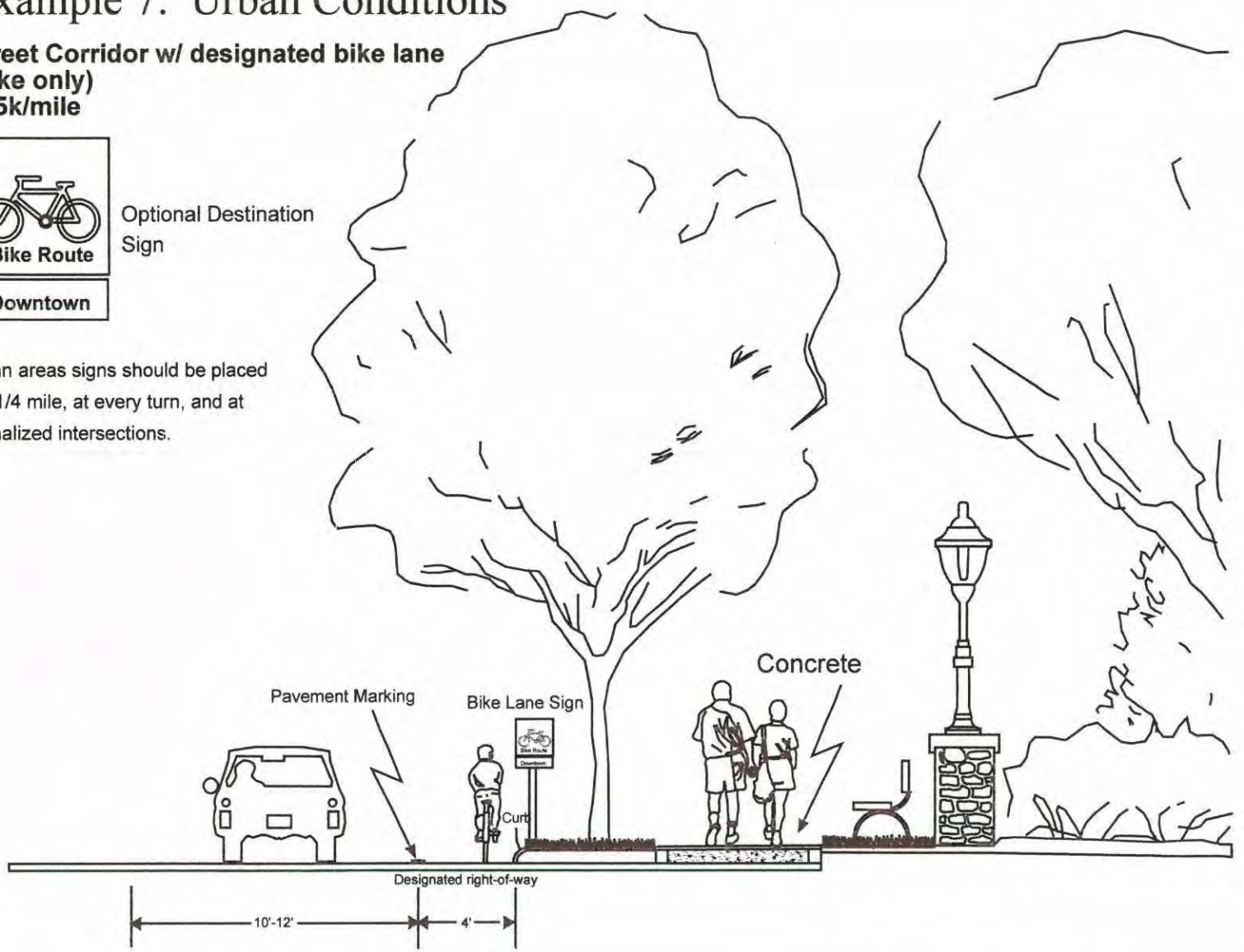
Example 7: Urban Conditions

Street Corridor w/ designated bike lane (bike only)
$15k/mile



Optional Destination Sign

In urban areas signs should be placed every 1/4 mile, at every turn, and at all signalized intersections.



Example 8: Pedestrian Bridge

Pedestrian Bridge
Lower Susquehanna Heritage Greenway

Example 9: Basis for Trail Head Cost Estimates (11 total)

Trail Head Cost Estimates						
Project Element	**Material**	**Qty**	**Unit**	**Cost/Unit**	**Total Cost**	**Comment**
Coordinated Signage System	Trail blazes - granite post w/wood sign	5	Ea	$500	$2,500	
Coordinated Signage System	Gateway sign for trail head (ex. Quarry trail head - Heritage Greenway)	1	Ea	$3,000	$3,000	
Coordinated signage System	Interpretive Sign	3	Ea	$5,000	$15,000	
Information Kiosk	Wood structure w/masonry planter base (brick or granite)	1	Ea	$13,500	$13,500	
Parking Facility	Average 25 cars per trail head	25	Ea	$2,500	$62,500	
Bike Racks	10 ft length	2	Ea	$1,200	$2,400	
Passenger pick up and drop off are for shuttle vehicles		1	Ea	$10,000	$10,000	
Historic Character lighting fixtures	For urban trail heads only	8	Ea	$3,000	$24,000	
Comfort Station		1	Ea	$24,000	$24,000	Optional - if possible use existing facilities
Benches		5	Ea	$1,200	$6,000	
Trash Receptacles		5	Ea	$800	$4,000	

PART III: FIVE YEAR TRAIL DEVELOPMENT PROGRAM

Trail Project	From	To	Type	Length (miles)	Cost per Mile	Cost
TP-15	Port Deposit Quarry Trail Head	Conowingo Dam (Rt.1)	R	4.48	$325,000	$1,456,000
TP-4	Rt. 40 (along Frenchtown Road)	Marina Park, Port Deposit	III	3.69	$275,000	$1,014,750
TP-25	Susquehanna Museum of HdG at the Lockhouse	Arundel Property	R	1.5	$325,000	$487,500
TP-20	Arundel Property	I-95	M	2.44	$450,000	$1,098,000
TP-22a	I-95 (along I-95 r.o.w.to shoreline)	Susquehanna State Park	M	0.65	$450,000	$292,500
			R	1.32	$325,000	$429,000
TP-22b	I-95 (Utilizes Lapidum Rd.)	Susquehanna State Park	III	1.11	$275,000	$305,250
TP-13	North of Tomes Landing, Port Deposit	Port Deposit Quarry Trail Head	B	0.71	$2,640,000	$1,874,400
			M	0.29	$450,000	$130,500
TP-15	Rodgers Tavern, Perryville	Perryville Park, to Rt. 7	M	3.33	$400,000	$1,332,000
TP28	Trail head facilities development at eleven (11)			Average	$231,100	$2,542,100
	locations along the core greenway trail systems,					
	trail blazes along route and interpretive signage.					
	Elements include coordinated signage system,					
	information kiosk, parking facilities, bike racks,					
	historic character lighting, benches, and trash					
	receptacles.					
Contingency	Engineering and design (20%)					$2,192,400
TOTAL						**$13,154,400**

Legend:

I	Class I AASHTO's 1999 standards	M	10' - 12' Multi-use
II	Class II AASHTO's 1999 standards	B	Boardwalk trail
III	Class III AASHTO's 1999 standards	R	Rail to Trail

APPENDIX F - MARKETING & OUTREACH ANALYSIS

Context

Regional factors supply the foundation for a marketing and outreach strategy. The population of the Lower Susquehanna Heritage Greenway (LSHG) is only about 35,000 people but as a potential market, the LSHG is within a day's drive for about 65 million people. This indicates a great economic development opportunity for tourism in the region. As an example, the LSHG is within a short driving distance of Delaware, New Jersey, Pennsylvania, and Virginia. It is midway between Baltimore and Philadelphia and within an hour's drive from each of these metropolitan areas. The LSHG is within two hours drive from Washington D.C. It is traversed by interstate US I-95 and several other major roadways, including US 1 and US 40. The LSHG also can be reached by boat from the Chesapeake Bay and the Susquehanna River.

PART I: MARKET ANALYSIS FINDINGS AND CONCLUSIONS

Tourism/Visitor Development and Infrastructure

Improved tourism, cultural and heritage attractions, as well as recreational services are needed in the LSHG. LSHG development issues relate to threats to the quality of life within the area, which includes residential development and growth management. There are an equal number of issues that relate to the opportunities to improve the quality of life in the area, including a better connection between the two banks of the Susquehanna River, enhancement of recreational uses, and the preservation of large tracts of open spaces and historic communities.

Historic Community-Based Tourism Centers

One way to conserve the open landscape, the rural life style, and quality of life within the LSHG includes the Lower Susquehanna Heritage Greenway Management Plan's (the Management Plan) proposal to encourage visitor services development in the existing communities located along the Susquehanna River. Port Deposit, Havre de Grace, and Perryville historically have been the centers of economic development in the Lower Susquehanna Region and should remain as vital economic centers. In addition, these communities are served by major transportation routes (accessible by both land and water) and are visual gateways to the area. Their physical qualities are important to the character of the LSHG and define a sense of place.

Currently, overnight accommodations are weak in all three key communities of the LSHG. There are about 25 bed and breakfast rooms available and about 200 hotels rooms, mainly distributed between Perryville and Havre de Grace. Additionally, there are about 1,500 rooms available in the general LSHG vicinity (Aberdeen, Edgewood, and Northeast). The opportunity for development of hotels and bed & breakfasts is good, considering the large amount of undeveloped land available at the former Bainbridge Naval Training Center and along the US I-95 corridor.

A Network of Heritage and Visitor Facilities

Historical and cultural sites typically attract families and mature adults. Mature adults are a prime audience because they often have more leisure time and disposable income to spend on excursions. To support both of these market niches and the community-based tourism approach, the Management Plan proposes a network of museums, heritage attractions, and visitor facilities. These will encourage the use of existing and planned or proposed interpretive and visitor facilities in the LSHG.

Building upon existing and proposed museums and visitor centers in the area will reinforce a sense of cohesion and ensure cooperation between facilities rather than an atmosphere of competition. Several existing and new interpretive facilities and visitor centers are under construction or are in the process of expanding and improving their facilities. This includes projects located in Havre de Grace such as the Maritime Museum, the Susquehanna Museum and Lock House, the proposed David Craig Visitor Center, and Heritage Park. This also includes projects located in Port Deposit and Perryville, such as Tomes Landing and the Gas House as well as the Train Station Museum and Principio Furnace. All of these projects increase the appeal of the LSHG and should be supported.

Additionally, it is proposed that the existing Museum Alliance in Havre de Grace assume an expanded role to include museums on both sides of the Susquehanna River. The Museum Alliance could be instrumental in the development of a passport ticketing program for the LSHG. This includes determining volunteer or paid staffing needs of facilities without daily staff capabilities, developing a coordinated curriculum of training programs, seminars, and workshops that would take place in each facility, and assisting the Lower Susquehanna Heritage Greenway Inc., (LSHGI, the management entity responsible for the heritage area) in the implementation and management of the passport ticketing programs. The Museum Alliance also could assist the LSHGI in the pursuit of grant applications and partnership projects, such as travelling exhibits, special events, or LSHG theme-related events.

Greenway Trail

Completion of the greenway trail is a major priority in the development of the LSHG. The greenway will function as the main connective link throughout the LSHG and serve as the "spine" of the heritage area. It will bring together open spaces and heritage resources as well as historic communities and a network of heritage and visitor facilities. The greenway, once completed, will offer 38 miles of trails, including the "core" greenway system which will connect the banks of the Susquehanna River. "Core" greenway completion will be critical to attract a growing number of hikers and bikers, primarily young and mature adults within the resident market area. Multiple day trips and repeat visits would become possible and offer stimulus to the LSHG's development. It also would greatly improve the quality of life for residents on both sides of the river.

Diversified Recreational and Waterfront Attractions Development

Recreation-based attractions and water-related activities are what draw and will continue to draw people to the Lower Susquehanna Region. Attractions include the expansion of special events and festivals, museums, heritage and discovery tours, get-away weekends, the creation of a water shuttle, pedestrian bridges, and other projects that will offer a diversified experience while preserving and conserving the heritage resources. Recently acquired undeveloped land parcels in Harford County, such as Swan Harbor and Oakington farms present opportunities for increased recreation and interpretive offerings. Additionally, the Harford County Chamber of Commerce currently is planning to increase the number of its water-related events. Planned events and new developments should be coordinated between the two counties and should be compatible with the character of the LSHG.

Public Information Program

A public information program should be developed to inform residents about the history of the LSHG and to enlist local support for LSHG goals and objectives. A local newsletter, LSHG fact sheet, and annual LSHG calendar of events all can be used as educational tools. An LSHG fact-sheet (see Figure F-1) could include the following information: a brief history of the LSHG, relevant excerpts of the LSHG vision, maps of LSHG, an explanation of LSHG resources, and phone numbers to obtain more information. The fact sheet could be kept to one page so that it is convenient to use, and should be distributed to local tourism-related businesses, merchants, agencies, and other commercial ventures that are operating on the front lines of the visitor experience.

Figure F-2: Lower Susquehanna Heritage Greenway

FACT SHEET

Contact: David Ellenberg, Executive Director
410-642-0286

History: The Lower Susquehanna Heritage Greenway (LSHG) was conceived in 1992 by a steering committee made up of representatives of local organizations and county and state government. The committee studied the feasibility of developing a trail system within a greenway corridor along the shores of the Susquehanna River in Harford and Cecil Counties. Local interest in the greenway concept was strong, particularly after the Maryland General Assembly's passage of HB 1 in 1996, creating the Maryland Heritage Preservation and Tourism Areas Program, which is intended to be a partnership between state and local government agencies and communities to preserve state heritage and natural resources and promote community and economic development. Recognizing a link between the goals of the new program and the vision of a Lower Susquehanna Greenway, the steering committee expanded its original vision of developing a greenway to developing a Lower Susquehanna Heritage Greenway, which would link the area's heritage and natural resources and create a natural avenue for tourism promotion and increased economic and community development.

Status: The LSHG, Inc., a non-profit corporation, was formed in 1997 to oversee the development of the Heritage Area and a Heritage Area Management Plan. The LSHG Management Plan will be submitted to the Maryland Heritage Areas Authority (MHAA) in early 2000 for certification of the LSHG as a Certified Heritage Area.

Future: The greenway trail will link waterways, pathways and roadways, and will connect interpretive, recreational, and natural resources throughout the region that will tell the 'story' of the lower Susquehanna region and its historic role in the development of the state and the Nation. The trail and the resources it connects will create a regional tourism industry that will serve to strengthen and revitalize local economies and community development throughout the region.

Partners: Cecil and Harford Counties, the City of Havre de Grace, the Towns of Perryville and Port Deposit, and Susquehanna State Park.

PART II: LOCAL OUTREACH MAILING LIST

An LSHG newsletter and/or fact sheet should be distributed to local media sources (print and broadcast), tourism-related businesses, merchants, and other commercial ventures that are operating on the frontlines of the LSHG visitor experience, including:

- Restaurants;
- Retail stores, such as downtown shops, outlet stores, and malls;
- Accommodations, such as hotels, motels, inns, and bed & breakfasts;
- Chesapeake Bay region marinas;
- Nightclubs, performance theaters, and playhouses;
- Taxis and shuttle services for both land and water;
- Conference centers and other meeting facilities;
- Highway and other public visitor centers and rest stops within a 300-mile radius; and
- Local and County Chambers of Commerce.

Local, County, State, and Federal government representatives and government agencies, as well as community, civic, and service organizations, schools, and libraries also should be represented on the local outreach mailing list.

PART III: REGIONAL OUTREACH MAILING LIST

An LSHG regional outreach list should include regional media sources as well as regional tourism and visitor services facilities. Using a press kit as the introductory mailing for this group is the best approach to generate visitor interest in the LSHG. Subsequent promotional materials, such as brochures and maps, should be mailed to the entire regional list as such materials are developed. Press releases about LSHG events also should be mailed to the entire regional list. Press releases about LSHGI events or milestones should only be sent to media sources such as:

- Metropolitan newspaper travel and lifestyle editors in New York, New Jersey, Philadelphia, Washington D.C., Baltimore, and Annapolis;
- LSHG local and regional newspapers;
- All Maryland, Pennsylvania, Delaware, New Jersey, New York lifestyle magazines;
- Regional radio and television stations, especially public stations such as National Public Radio (NPR) and Maryland Public Television (MPT);
- Biking magazines and regional bike clubs;
- Boating magazines, regional boat associations, and sailing clubs;
- Hotels, motels, inns, and bed & breakfasts within 300-mile radius;
- Chesapeake Bay region marinas;
- Baltimore, Washington, and Philadelphia airports and train stations;
- Maryland historical societies;
- Tour group companies in the mid-Atlantic region;
- Bus companies in the mid-Atlantic region;
- LSHG-area Realtors;
- AAA clubs;
- AARP mid-Atlantic regional offices;
- Visitor centers and rest stops along US I-95, Rt. 40, Rt. 213, Rt. 301, and the New Jersey Turnpike;
- State, County, and Local Chambers of Commerce; and
- Maryland Office of Tourism Development in Annapolis.

PART V: DISCOVERY BOX AND LEARNERS GUIDE

Working with local or regional educational institutions, historical societies, Susquehanna State Park, and the Museum Alliance, to create a "Discovery Box and a Learners' Resource Guide for the LSHG:"

- The "Discovery Box" could be a replica of a steamer or other ship. It could be a captain's trunk or a shipping barrel. It could include an existing video and sample goods of the LSHG, such as an arrowhead, a decoy, clay pipe, granite artifacts, powdered wigs, boat and lighthouse models, small antique mills/farms, or household tools, children's toys, revolutionary/civil war uniforms, and other objects that illustrate the life and people of the LSHG.

- The "Learners' Guide" could be a simple binder that includes a history of the LSHG and its resources, a scripted slide show, a list of institutions and locations where free or low cost interpretive and educational programs are offered, a map of the LSHG with discovery trails accessible to groups, and a list of books and recent publications on topics and themes related to the LSHG. A possible addition to this effort could be a lecture series or a seminar on a significant period in LSHG history, hosted by the LSHG and featuring notable historians or scholars as special guests.

- The "Discovery Box" could be used with the "Learners' Guide" by teachers and educators to illustrate presentations in classrooms and other learning environments. A "Discovery Box and Learner's Guide" should be made available to schools and local libraries in Harford and Cecil Counties.

PART IV: SURVEYS AND DATA COLLECTION

The visitation statistics and tourism market demographics currently available for the LSHG are not sufficient to develop a comprehensive and long-range marketing strategy. A long-range marketing strategy should be developed based on an analysis of both the product and of the consumer. In order to conduct this analysis for the LSHG, the following preliminary data should be obtained:

- A comprehensive inventory of LSHG interpretive sites and attractions;
- A comprehensive inventory of tourism-related services and businesses; and
- Profiles of the LSHG current audience and potential target markets.

Once this data is obtained, a long-range marketing strategy can be developed that includes target market identification and goals, passport ticket pricing initiatives and programs, prioritization of the completion of linkages, and recommendations for facility or program improvements to enhance the visitor experience.

A well-articulated interpretive experience should be in place throughout the LSHG. It should project a clear theme that is depicted through a series of conveniently located visitor and discovery centers, tour routes, interpretive brochures and signage systems, as well as self-guided tour support materials. These should include inventories of LSHG interpretive sites, museums, heritage attractions, and tourism-related businesses and services.

LSHG Interpretive Sites, Museums, and Heritage Attractions

An inventories of interpretive sites, museums, and heritage attractions should include assessments of the following:

1. Quality of physical facilities, including interiors and exteriors;

2. Quality of interpretation in exhibits and displays, including content and presentation;
3. Accessibility for foot and bicycle travelers, motor vehicles such as cars and buses, boats and boating visitors, and handicapped visitors;
4. Hours of operation and adequacy (amount and capability) of on-site staff or trained volunteers to guide or assist visitors; and
5. Current ticket pricing structures at paid admission sites, including an inventory and value analysis of ticket pricing structures (with a breakdown of discounts for students, seniors, travel clubs (AAA), and residents).

Tourism-Related Businesses and Services

Inventories of tourism-related businesses and services should include the following locations:

1. Eating and drinking establishments;
2. Retail stores, such as downtown shops, outlet stores, and malls;
3. Accommodations, including hotels, motels, inns and bed & breakfasts;
4. Nightclubs, theaters, and playhouses;
5. Taxis and other shuttle services for both land and water; and
6. Conference centers and other meeting facilities.

Inventories of tourism-related businesses and services also should include an assessment of the following:

- Overall quality of the physical facilities;
- Overall quality of provided goods and services;
- Accessibility for foot and bicycle travelers, motor vehicles, boats and boating visitors, and handicapped visitors; and
- Industry ratings of business, such as AAA approval, Mobil Guide recommendations, Diner's Club membership, Regional Retailers Certification, and Chamber of Commerce membership.

Profiles of the LSHG Current Audience and Target Markets

Profiles of the LSHG's current audience and target markets should include the collection of relevant marketing and visitation data. This includes visitation statistics from all sites within LSHG, such as audience demographics and seasonal attendance data. If these types of visitation statistics are not available, implement a visitor survey system by:

- Creating a visitor survey formatted for written or oral completion that is brief enough to complete in less than one minute;
- Distributing visitor surveys to interpretive sites, museums, and heritage attractions with an explanation of its purpose and instructions for its use; and
- Consulting with Discover Harford County and Cecil County Tourism about current visitor surveys already in use and if possible, utilize the same format to insure consistency of data collected and allow for comparisons and shared information.

A visitor survey system should include the following:

1. Origin of visitor (zip code is sufficient);
2. Number of visitors in party;
3. Reason for visit;
4. Duration of visit;
5. Type of accommodation (overnight or other);
6. Type of eating or drinking establishments visited and/or preferred;
7. Other places planned to visit during duration; and
8. Frequency of visits to area on an annual basis.

A visitor survey system, if possible, should include questions regarding:

1. Age;
2. Race;
3. Highest level of education;
4. Household income;
5. Highlights of the duration or best features of the LSHG, such as historical sites & museums, hiking/biking trails, quaint small towns, or shopping; and
6. What needs to be improved or expanded in the LSHG.

If the survey is an exit survey, include space for suggestions or recommendations for improving future visits. If time and human resources are limited, simply ask for zip codes. Visitor survey systems can provide sufficient demographic data (see Figure F-2).

Figure F-2: SAMPLE VISITOR SURVEY DATA SOURCE: (Name of museum or attraction here)

What is your zip code?_____

What is today's date?_____

1. Please tell us about your group:

___a. I'm traveling alone
___b. We're a family with children
___c. We're 2 adults (18 years or older)
___d. We're more than 2 adults
___e. I'm on a Bus Tour

2. Please tell us how you got here:

___a. Automobile
___b. Boat
___c. Bus
___d. Other:_____

3. Please tell us about the reason for your visit:

___a. Shopping
___b. Outdoor recreation
___c. Historic sites/museums
___d. Visiting friends/relatives in area
___e. Other:_____

4. How long will your visit be:

___a. One weekend day
___b. One week day
___c. Overnight/ weekend
___d. Overnight/weekdays
___e. More than two days

5. Have you been to our area before?

___a. Yes
___b. No

4. Please tell us about some of the places you've visited

___a. Restaurant
___b. Hotel
___c. Bed and Breakfast
___d. Stores
___e. Museums/historic sites
___f. Hiking trails
___f. Biking trails
___g. Boat Excursion
___h. Other:_____

5. Please tell us where you're from

___a. Central Maryland
___b. Western Maryland
___c. Eastern Shore Maryland
___d. Washington D.C. metro area
___e. Baltimore metro area
___f. Philadelphia metro area
___g. Pennsylvania
___h. New Jersey
___i. Other:_____

6. Please tell us how you heard about us:

___a. My local newspaper
___b. Washington Post
___c. Baltimore Sun
___d. Philadelphia Inquirer
___d. Other newspaper:_____
_____
___e. Other source: _____
_____

DO YOU HAVE SUGGESTIONS FOR HOW WE MIGHT IMPROVE YOUR NEXT VISIT?

PART VI: LONG-RANGE MARKETING AND OUTREACH

Prepare a long-range comprehensive marketing and promotion plan

A long-range comprehensive marketing and promotion plan will build on early local and regional initiatives. The long-range marketing plan will serve as a guide for the LSHGI as it begins to implement strategies to promote the LSHG to local, regional, and broader audiences. In all its phases, the marketing plan should consistently serve the interests and needs of the facilities, heritage attractions, natural environments, businesses, and residents located within the LSHG, while simultaneously promoting its desirable elements to visitors. The marketing plan must endeavor to maintain a non-conflicting program balance between its self-sustaining needs and the needs of the LSHG's partners. Because the LSHG is comprised of several partners with pre-determined marketing strategies and economic goals already in place, the conceptual marketing plan should be careful to establish goals and strategies that are in tandem with those that exist and do not overlap or compete with current or long-range efforts. The conceptual marketing plan should use the community and economic development objectives outlined in the Management Plan as its foundation. These objectives should be used as guidelines for the development of the marketing plan and also as the standards by which the success of the marketing plan will be measured.

Develop a regional advertising program

Through the use of other media, such as newspapers, publications, radio, and television, a regional advertising program should be developed. LSHG ads should feature "buzzwords" that are tailored to specific audiences, including:

- Biking, hiking, and environmental groups who utilize trails, greenways, and ecotours;
- Boaters who utilize transient docking facilities, water shuttles and taxis, downtown areas in walking distance, waterfront attractions, bed & breakfasts;
- Families with children who can experience hands-on learning experiences;
- Couples who enjoy strolling, shopping, cafes, nightlife, and romantic country getaways;
- Seniors on fixed income who prefer bus tours, reasonable rates, and outlet shopping, which is convenient to metropolitan areas, such as Wilmington, Washington, Baltimore, and Philadelphia; and
- Seniors on fixed income who prefer to travel according on deals such as AARP programs and AAA discounts.

A regional advertising campaign also may use the following measures to attract visitors:

- Use the existing LSHG video as a regional promotional device to reach an outside audience, including "in state" and "out of state" markets;
- Prepare collateral material and products in support of advertising and promotional efforts including videos, CDs, tapes, written guides, and other products that could help generate revenue;
- Enhance packaged tour programs to include scenic guided tours and a multi-transportation pass system, such as a rail-to-water pass, bus tours, highway-rail-water pass, and themes based tours; and
- Develop marketing and partnership materials that will focus on joint venture projects with existing organizations and promote interaction and intra-regional activities.

APPENDIX G - PARTNERSHIPS & THE MANAGEMENT PLAN PROCESS

Context

The creation and maintenance of partnerships in the Lower Susquehanna Heritage Greenway (LSHG) is a primary goal of the Lower Susquehanna Heritage Greenway Inc., (LSHGI - the management entity responsible for the heritage area). In accordance, the Lower Susquehanna Heritage Greenway Management Plan (the Management Plan) was developed through a partnership process.

The process utilized data exchange, technical assistance, and regional knowledge and information from various public and private sources to advance the Management Plan. As an example, Technical Advisory Meetings or TAC meetings provided much of the technical data and other information related to the development of the Management Plan. Because the preparation of the Management Plan relied heavily on these types of partnership processes, a parallel consensus emerged during its preparation.

Partnerships

Public and private partnerships forge valuable links between individual citizens, organizations, and government agencies. Partnerships serve the purpose of furthering common goals and create an atmosphere suitable for heritage tourism. Partnerships create success by enhancing the appeal of the Maryland's "Heritage and Tourism Areas Program" among the public. As an important operational resource, partnerships between public entities (such as state or local government agencies) create an atmosphere of communication through the exchange of goods and services, such as data, research, or professional and technical assistance. Partnerships with public entities also are designed to advance key LSHG projects. Private partnerships, such as individual citizens, corporate sponsors, or resource preservation organizations, can assist in many different areas from community and economic development to the preservation of historic properties.

The LSHGI has taken an active leadership role in creating and sustaining partnerships. From "grass roots" voluntary efforts to federal, state, and local assistance programs, partnerships exist within the LSHG. As it progresses into the future, increased partnerships will become valuable tools for achieving sustainability.

PART I: PRIVATE VOLUNTEER EFFORTS

Volunteer efforts form the core of LSHG. Public involvement in the LSHG process has been invaluable for the completion of key projects, such as the greenway trail. Public interest and involvement in the LSHG creates an active atmosphere in three areas. First, it attracts the notice of public officials at both the local and state levels. Second, it attracts the interest of private parties involved in advancing key heritage initiatives, such as resource protection or economic development. Finally, it charges the LSHGI to complete projects and continually create new programs and opportunities for residents and visitors.

Volunteer Efforts

The Public: The public has participated in the LSHG process from its beginnings in 1992. Forming the most important component of the LSHG process, public input has enabled the LSHGI to move forward and begin to complete their goals and objectives. During the preparation of the Management Plan, the LSHGI held three public workshops, which were designed to invite guidance and information. The public workshops were successful forums. Local historians reviewed the interpretive framework and supplied valuable historical information. Environmentalists guided the preparation of resource preservation and conservation strategies and concerned citizens voiced their opinions on many different issues including property rights.

Lower Susquehanna Heritage Greenway (LSHG) Steering Committee: The LSHG Steering Committee is composed of citizens and various local and state government representatives. Much of the greenway formation and the initial LSHG efforts were a function and result of LSHG Steering Committee participation. At present, the LSHG Steering Committee is a strong presence providing much of the LSHGI's public outreach program.

National Trails Day: As an example of a cooperative effort, "National Trails Day," held on Saturday June 5, 1999, was an event that marked the further progression of the LSHG trail system. The event was sponsored jointly by the LSHGI, Harford County, and the Maryland Department of Natural Resources (DNR). In attendance were James Harkins, County Executive for Harford County, James Dunnmeyer, Assistant Secretary of the DNR, and many county and state officials. Volunteers assisted in the dedication ceremonies and public participants helped initiate the creation of trail links from the Deer Creek picnic area to Rock Run Mill and the Lapidum Boat Landing.

PART II: PRIVATE PARTNERSHIPS

Private partnerships with the public are always desirable, whether these partnerships involve property and business owners or developers and corporations. Private partnerships help establish a "grass roots" process that can advance Maryland's heritage programs. Private partnerships have assisted the LSHG's resource preservation initiatives, such the donation of the "Old Tome Gas-House" to the Town of Port Deposit by the owner of Tome's Landing. Private partnerships with local developers also have assisted community and economic development initiatives, such as the Perryville "Old Town" revitalization projects. Currently, two very important private partnerships for the LSHG include PECO Energy Corporation and the Arundel Corporation. Both corporations are essential for success and have assisted LSHG efforts in the Lower Susquehanna Region.

Corporate Partnerships

PECO Energy Company: A continued partnership with PECO is important for LSHG success. At present, a PECO representative serves on the Lower Susquehanna Heritage Greenway Board of Directors. From a land-holding perspective, PECO is a primary partner in the LSHG. Holdings

include extensive Susquehanna River right-of-way on both sides of the River and several main LSHG attractions, such as the Conowingo Dam area, the Conowingo Visitor Center, and the Shure's Wildflower Trail. PECO has assisted the LSHGI in achieving some of their tourism and resource protection goals.

Arundel Corporation: From a land-use perspective, Arundel Quarry is an important part of the LSHG. At present, a representative from the Arundel Corporation serves on the Lower Susquehanna Heritage Board of Directors. LSHGI partnership includes a greenway right-of-way through the Arundel Quarry on the Harford County side of the Susquehanna River. It also includes scenic overlook sites of the Chesapeake Bay and Susquehanna River to be used for heritage tourism initiatives.

Key Private Partnerships

The LSHGI continually pursues private partnerships because they are essential for the LSHG to achieve sustainability. Private partnerships range from influential businesses, such as Rapisara Brand which has supplied the LSHGI with extensive legal assistance, to institutions of higher learning and local newspapers, which supply educational and promotional aspects. Private partnerships in the LSHG include:

- Rapisara-Brand;
- Delmarva Power;
- Perry Point Veteran's Administration Medical Center;
- CONRAIL;
- MARC Train Station/MARC Commuter Train;
- The Realtor's Association;
- Connective;
- Bainbridge Development Authority;
- Owen's Landing;
- Tome's Landing;
- Cecil Whig;
- Rising Sun Herald;
- University of Maryland (Donaldson Brown Center); and
- Cecil County Community College.

PART III: PUBLIC PARTNERSHIPS

The LSHGI has formed many public partnerships. These partnerships exist between municipal, county, and state government entities and agencies. Entities and agencies supply helpful information, advice, and in some cases financial assistance. Outreach efforts in Havre de Grace, Perryville, Port Deposit, and Darlington have formed a foundation or first area of partnership contact. County governments, in both Cecil and Harford Counties, are well informed of the LSHG process and its progression, forming the second level of public partnerships. County governments have also supplied technical assistance to the program. In support of the LSHG,

federal and state government elected officials and agencies have worked in coordination with local governments and the LSHGI to supply technical assistance and financial resources.

Local Partnerships

The Lower Susquehanna Heritage Greenway Technical Advisory Committee (TAC): The TAC is comprised of representatives from Cecil County, Harford County, and the State of Maryland. Their primary purpose is to work with the Lower Susquehanna Heritage Greenway Executive Director and inform the LSHGI on courses of action. Courses of action include the preparation of the Management Plan, financial assistance for LSHGI programs, and advancing key projects to further the LSHG.

Harford County Government: As a primary partner with the LSHGI, the elected officials and staff of the Harford County government have supplied technical assistance to the LSHG. An expanded role is envisioned for the County in the LSHG, including financial assistance and long term support.

Cecil County Government: As a primary partner with the LSHGI, elected officials and staff of the Cecil County government have supplied technical assistance to the LSHG. An expanded role is envisioned for the County in the LSHG, including financial assistance and long term support.

Havre de Grace Municipal Government: A representative from Havre de Grace is present on the LSHGI Board of Directors. In addition, City government elected officials, representatives, and individual citizens have contributed greatly to the LSHG. LSHGI partnership in Havre de Grace assists the City to achieve their community and economic development objectives, implementation of heritage area infrastructure, and preservation of valuable natural, cultural, and historic resources. Havre de Grace is a primary partner in the LSHG.

Perryville Municipal Government: A representative from Perryville is present on the LSHGI Board of Directors. In addition, Town government officials, representatives, and individual citizens have contributed greatly to the LSHG. LSHGI partnership in Perryville has assisted the Town to achieve their community and economic development objectives, such as the Broad Street revitalization effort. The LSHGI also has assisted in the preservation of Perryville's valuable natural, cultural, and historic resources. Perryville is a primary partner in the LSHG.

Port Deposit Municipal Government: A representative from Port Deposit is present on the LSHGI Board of Directors. In addition, Town government officials, representatives, and individual citizens have contributed greatly to the LSHG. LSHGI partnership in Port Deposit has assisted the Town in the implementation of heritage area infrastructure projects, such as Marina Park. The LSHGI also has provided the impetus for further regulatory mechanisms used for the protection of valuable natural, cultural, and historic resources. Currently, Port Deposit is preparing a new zoning ordinance and sub-division regulations that includes heritage preservation measures. Port Deposit is a primary partner in the LSHG.

Darlington Town Commission: A representative from Darlington is present on the LSHGI Board of Directors. In addition, Town officials, representatives, and individual citizens have contributed greatly to the LSHG. LSHGI partnership in Darlington will assist the Village in the preservation of valuable natural, cultural, and historic resources. For the LSHG "Certified Heritage Area Status" (official heritage area status granted by the State of Maryland) will add strength to the Lower Deer Creek Rural Legacy program, presently being formulated.

State Partnerships

Maryland Historical Trust (MHT): The Maryland Historical Trust is an operating unit within Maryland's Department of Housing and Community Development (MDHCD), Division of Historical and Cultural Programs. The Trust was formed in 1961 to assist state residents in identifying, studying, evaluating, preserving, protecting, and interpreting Maryland's significant prehistoric and historic districts, sites, structures, cultural landscapes, heritage areas, cultural objects, and artifacts, as well as human and community traditions. They are a primary partner in the LSHG.

Maryland Heritage Areas Authority (MHAA): In 1996, *Maryland House Bill 1* was signed into law by the Maryland General Assembly. This new legislation created the *Maryland Heritage and Tourism Areas Program* to be administered by the Maryland Heritage Areas Authority. The purpose of the State's heritage area initiatives are to optimize the appeal of Maryland's distinctive regions for a "heritage tourism" experience. Essentially, heritage area creation is a promising approach to revitalization that combines heritage tourism, community and economic development with education, preservation, cultural conservation, and natural resource protection. As a product of the State's Heritage Tourism Program, the LSHG and the MHAA are primary partners.

Maryland Office of Planning (MOP): The Maryland Office of Planning is a state agency dedicated to "Smart Growth" initiatives for the 21st Century. As one of the agency's major objectives, public investment will be carefully planned to conserve and revitalize our neighborhoods. In this capacity, MOP has partnered with the LSHG to provide the LSHGI and the local governments information, expertise, and advice on community and economic development, thus ensuring that "Smart Growth" occurs.

Department of Natural Resources (DNR): Maryland's Department of Natural Resources has been involved in the LSHG effort since its inception in early 1991. One of the key recreational spots in the LSHG is Susquehanna State Park. In addition, to its numerous natural, cultural, and historic resources, the Park contains many segments of the core greenway trail, a key recreational and linkage component. As an important partner, Susquehanna State Park is a major attraction in the region for heritage tourism.

Program Open Space (POS): Program Open Space is a division within the Maryland Department of Natural Resources formed in 1969 by the Maryland General Assembly (Annotated Code of Maryland, Natural Resources sections 5-901 to 5-911). Its purpose is to assist in land acquisition

for public outdoor recreation and open space purposes. POS has been involved in the LSHG effort since its inception in early 1991. POS funding and technical assistance is critical to the success of the LSHG and has enabled the greenway portion to progress. The completion of key components of the core greenway system have been the result of a partnership between POS and the LSHGI.

Maryland Department of Transportation (MDOT): The Maryland Department of Transportation is a division within the State Highway Administration (SHA). The agency has supplied assistance to the LSHGI concerning transportation issues. As an example, the Havre de Grace to Perryville Pedestrian Bridge feasibility study, conducted in 1998, was partly funded by MDOT.

Regional Partnerships

Wilmington Metropolitan Area Planning Council (WILMAPCO): WILMAPCO is an operating organization dedicated to planning initiatives in the Wilmington/Newcastle metropolitan growth region. This region includes activities within Cecil County, which is considered a bedroom community. As an important partner, WILMAPCO has supplied financial assistance to the LSHGI for continued operations and programs.

Baltimore Metropolitan Planning Council: The Baltimore Metropolitan Planning Council is an operating organization dedicated to planning initiatives in the Baltimore metropolitan growth region. This region includes activities within Harford County, which is considered a bedroom community. As an important partner, the Baltimore Metropolitan Planning Council has supplied financial assistance to the LSHGI for continued operations and programs.

Federal Partnerships

National Park Service: As a mission, the National Park Service preserves natural and cultural resources. The National Park Service System is designed for the enjoyment, education, and recreation of the public. Through partnership cooperation, the National Park Service extends the benefits of cultural and natural resource conservation. The National Park Service is an important partner in the LSHG.

The National Trust for Historic Preservation (the National Trust): the National Trust for Historic Preservation is the nation's oldest non-profit preservation organization. The Trust was established by the U.S. Congress in 1949 as an organization to preserve and protect the nation's historic buildings and their surrounding neighborhoods and landscapes. Many federal historic preservation and community revitalization programs are linked to the National Trust, including the heritage preservation initiatives occurring in the Lower Susquehanna Region.

PART IV: HERITAGE PARTNERSHIPS

Linkages are an important part of the LSHG. There are two types of linkages non-physical and physical. Non-physical linkages concern the aesthetics of heritage preservation, tourism, and interpretation, such as connections to local historic societies or heritage tourism related businesses. Non-physical linkages also include museums and special events. Cooperative interpretive programs and events add appeal to the LSHG. Physical linkages are natural and obvious connections, which move visitors in and out of the LSHG, such as major highways, local road systems, the Chesapeake Bay, the Susquehanna River, or the greenway trail. When connected to one heritage program, such as the LSHG, both linkage systems provide a unified heritage infrastructure for the region.

The LSHG has a strong desire to see heritage resources protected. Connections to organizations and groups sharing common preservation objectives furthers the aspects of non-physical linkages. As a Maryland State program, heritage areas are intended to combine resource preservation with heritage tourism and business development to enhance a region's economic activity. As compatible initiatives under Maryland's "Smart Growth," an enhanced economy driven by heritage tourism supplies the impetus for resource protection and preservation.

Heritage Preservation and Conservation

Connections with historic preservation organizations are valuable partnerships for the LSHG. Listed below are many organizations involved in heritage resource protection within the Lower Susquehanna Region.

Preservation Maryland: Founded in 1931, Preservation Maryland is the oldest historic organization in the State. It is a private, non-profit, statewide membership organization dedicated to marking and preserving historic properties, such as Perryville's Rodgers Tavern, which was rehabilitated by Preservation Maryland. As a mission, the organization currently focuses their resources in three areas; funding, outreach, and advocacy. Preservation Maryland has assisted the LSHGI in many areas, including funding and cost-free office space.

Historical Society of Harford County (Harford Historical Society): The Historical Society of Harford County has been a valuable partner in the preparation of the Management Plan. The Harford Historical Society supplied assistance in the preparation of the Management Plan's interpretive framework. In addition, many of the historic photographs and other graphic illustrations used in the Management Plan were given courtesy of the Harford Historical Society.

Historical Society of Cecil County (Cecil Historical Society): The Historical Society of Cecil County was incorporated by the Maryland General Assembly in 1931. The Historical Society is dedicated to preserving local and family history in Cecil County (genealogy). Their research library maintains the largest collection of books, manuscripts, maps, government documents, and newspapers pertaining to Cecil County History. In addition, the Historical Society's museum houses a large collection of 19th Century memorabilia.

***The Cecil Historical Trust (CHT)*:** The Cecil Historical Trust was created in 1966 in conjunction with the passage of the National Historic Preservation Act (016 USC470). The CHT serves as an advisory arm for historic preservation initiatives in Cecil County and operates independently under its own authority.

The purpose of the CHT is to preserve and maintain the historical, aesthetic, and cultural properties, buildings, fixtures, furnishings, and appurtenances of Cecil County's significant history. Promoting historic appreciation is a primary goal of the CHT. The organization is considered to be a forerunner of historic preservation in Maryland and was one of the first county historic trusts in the state to become fully incorporated. The CHT offers grant and loan programs of up to $10,000 for historic preservation work.

The CHT's first publication, "At the Head of the Bay, A Cultural and Architectural History of Cecil County, Maryland," was published in 1996. It represents almost thirty years of research and documentation of the County's historic resources. Income received from the sale of the book has allowed the CHT to carry out its mission of protection and preservation. Since its publication, the CHT has contributed $50,000 towards the protection and preservation of historic properties in Cecil County.

The Greater Havre de Grace Museum Alliance (the Museum Alliance): The Museum Alliance of Havre de Grace represents local museums located within the City's Historic District, such as the Decoy Museum and the Maritime Museum. Museum alliances are profitable partnerships for heritage tourism. Jointly administered promotions and programs for local museums supplies a more effective marketing campaign as well as consistency and historical accuracy for interpretive programs. As a partner in the LSHG, the Museum Alliance can be expanded to encompass the whole Lower Susquehanna Region.

In addition, many other public and private groups and organizations are currently involved in heritage preservation initiatives. As partners, each organization involved in heritage preservation is important for LSHG success. Some important organizations in the Lower Susquehanna Region include:

- Harford Land Trust;
- Cecil Land Trust;
- Friends of the Concord Point Lighthouse;
- Havre de Grace Heritage Corridor Management Council;
- East Coast Greenway Alliance;
- Battery Island Conservancy;
- Deer Creek Watershed Association;
- Port Deposit Greenway Committee;
- Mason-Dixon Trail System, Inc.;
- Port Deposit Heritage, Inc.;
- Port Deposit Revitalization Organization;

- Deer Creek Historical Society;
- Steppingstone Museum Association;
- Susquehanna River Basin Commission; and
- Susquehanna State Park.

Heritage Tourism

Heritage preservation and tourism are compatible objectives within the LSHG. The success of local heritage tourism initiatives depends on effective partnerships with businesses and agencies involved in the promotion of tourism related products and industries. Service industries, such as hotels, bed and breakfasts, or restaurants, are important facilities, which provide infrastructure to support heritage tourism driven economies. Shopping outlets, nature outfitters, antique stores, and local arts and craft stores provide recreational services for tourists. They also generate economic revenue. As potential partners in the LSHG, local Chambers of Commerce represent business interests, who may have a claim in the heritage tourism market. Local tourism promotional agencies supply valuable assistance for the marketing aspects of the future LSHG, such as brochures and tour information. Some important organizations in the Lower Susquehanna Region include:

- Prime Outlets at Perryville;
- The Antique stores of Havre de Grace;
- Stark Moon Kayak Tours;
- A-Tours, Inc. (Havre de Grace), Underground Railroad Tours "Classroom on Wheels;
- Harford County Chamber of Commerce;
- Cecil County Chamber of Commerce;
- Havre de Grace Chamber of Commerce;
- Discover Harford County; and
- Cecil County Tourism.

Heritage Museum Partnerships

Another important component of public partnerships are cooperative efforts which advance the interpretive framework for the LSHG. The local museums within the LSHG boundaries are key partners in this process. In addition, other museums or prominent areas of interest can supply potential partnerships for the LSHG in the future. These partners represent regional alliances or coalitions and can be used as heritage tourism promotional marketing tools, even though they are not located within the LSHG. These museums and historic places may serve as secondary regional heritage centers in conjunction with the core interpretive venues (those museum partners located within the LSHG).

Currently, the LSHGI has partnered with local museums for the creation of a regional identity, advancement of key marketing aspects, advancement of museum interpretive projects, and technical/financial assistance to further interpretive programs. Local museum partners include:

- Paw-Paw Museum;
- Perryville Train Museum;
- Principio Furnace and Iron Works;
- Rodgers Tavern;
- Concord Point Lighthouse;
- Havre de Grace Decoy Museum;
- Havre de Grace Maritime Museum;
- Skipjack Martha Lewis;
- Steppingstone Museum;
- Susquehanna Museum of Havre de Grace and Lock House, Susquehanna and Tidewater Canal, Susquehanna and Tidewater Canal-South Lock #10;
- Susquehanna State Park;
- Swan Harbor Farm;
- Havre de Grace Signature Sidewalk;
- Conowingo Dam; and
- Hosanna School.

Potential Heritage Museum Partnerships

The potential for regional museum alliances and partnerships with the LSHG exist. Essentially, local museum and LSHG marketing and outreach efforts are not confined by stipulated boundaries. Regional alliances with museums outside of the LSHG boundaries will allow for mutual promotional strategies, joint marketing techniques, and regional appeal. As an example, the "U.S. Army Ordinance Museum" at Aberdeen Proving Grounds attracted 149,000 people in 1998. As part of a regional alliance, the "Ordinance Museum" may promote museums within the LSHG and vice versa. This allows visitors to the "Ordinance Museum" to experience opportunities elsewhere in the region, including the LSHG. Some museums who may become involved in a regional alliance include:

- The Chesapeake and Delaware (C&D) Canal;
- Fair Hill Nature and Environment Center;
- Havre de Grace Ecological Center;
- Ladew Topiary Gardens;
- Pooles Island Lighthouse;
- Turkey Point Lighthouse;
- Harford Glen;
- The Upper Bay Museum in North East; and
- The U.S. Army Ordinance Museum in Aberdeen.

PART V: MANAGEMENT PLAN DEVELOPMENT AND TIME TABLE

The LSHGI used a consensus building effort to develop the Management Plan. As an example of this consensus building effort, the LSHGI, in unison with Redman/Johnston Associates, conducted forty-one (41) meetings related to the preparation of the Management Plan (see Table

G-1). The purpose was to provide the public with continual information related to the development of the Management Plan and formation of the future LSHG. As a system of promotion for heritage tourism related initiatives, these meetings have produced interest in the LSHG, provided more partnerships (such as the Berkley/Hosanna Area, which directly petitioned the LSHGI to become part of the LSHG), and generated cooperative projects.

Heritage presentation meetings were designed to form public and private partnerships for the LSHGI with various citizen organizations and tourism/economic development groups. Information meetings shared data and collected information with involved groups and agencies to coordinate Management Plan development. Public workshops were designed to provide the people with a forum for voicing their opinions on LSHG development, issues, and Management Plan preparation.

Table G-1
LSHG Management Plan Time Table and Consensus Building Efforts

October 98	November 98	December 98	January 99
Information Meeting: October 10, 1998 - October 21, 1998, Conducted Reconnaissance for Management Plan	Information Meeting: November 4, 1998, Interview with Perryville for Coordinated Programs	Information Meeting: December 2, 1998 - Interview with Havre de Grace for Coordinated Programs	TAC Meeting: January 7, 1999, Technical Advisory Meeting
X	TAC Meeting: November 10, 1998, Technical Advisory Meeting on Development Projects	TAC Meeting: December 17, 1998, Technical Advisory Meeting (TAC)	Information Meeting: January 11, 1999, Debrief Cecil County Commissioners on Management Plan
X	X	X	Public Workshop: January 20, 1999, Visioning Workshop (Perryville)
X	X	X	Public Workshop: January 21, 1999, Visioning Workshop (Havre de Grace)
X	X	X	TAC Meeting: January 26, 1999 - Technical Advisory Meeting, Review First Workshop Results
February 99	**March 99**	**April 99**	**May 99**
Heritage Presentation Meetings: February 9, 1999, Havre de Grace Heritage Greenway Committee	Heritage Presentation Meetings: March 1, 1999, Port Deposit Greenway Committee	TAC Meeting: April 1, 1999, Technical Advisory Meeting with ICON to Discuss LSHG Alternatives	TAC Meeting: May 5, 1999, Technical Advisory Meeting

Table G-1
LSHG Management Plan Time Table and Consensus Building Efforts

Heritage Presentation Meetings: February 11, 1999, Darlington Dublin Planning Council	Heritage Presentation Meetings: March 18, 1999, Darlington Dublin Community Association	Information Meeting: April 14, 1999, Debrief LSHG Board of Directors on LSHG Alternatives	Information Meeting: May 5, 1999, Susquehanna Park Advisory Board meeting
Heritage Presentation Meetings: February 19, 1999, Discover Harford Tourism Group	Information Meeting: March 24, 1999, Meeting with Delegate David Rudolph - MD House of Delegates	Heritage Presentation Meetings: April 17, 1999, Darlington Community Breakfast	TAC Meeting: May 6, 1999,Technical Advisory Meeting
TAC Meeting: February 25, 1999, Technical Advisory Meeting (TAC)	TAC Meeting: March 25, 1999, Technical Advisory Meeting (TAC) Pedestrian Bridge Report	X	TAC Meeting: May 20, 1999 - Technical Advisory Meeting
June 99	**July 99**	**August 99**	**September 99**
Heritage Presentation: June 5, 1999, National Trails Day Celebration - Susquehanna State Park Trail Dedication	Heritage Presentation Meetings: July 22, 1999, Harford Chamber of Commerce	TAC Meeting: August 10, 1999, Technical Advisory Meeting with Bill Pencek Maryland Heritage Areas Authority (MHAA)	Information Meeting: September 9, 1999, Information and Coordination Meeting, Susquehanna State Park DNR Officials
TAC Meeting: June 8, 1999 - Technical Advisory Meeting (TAC)	X	Information Meeting: August 28, 1999, Information Meeting/Data Exchange, Harford Historical Society	Heritage Presentation Meetings: September 9, 1999, Dorchester County Delegation
Public Workshop: June 16, 1999, Alternatives Workshop (Havre de Grace)	X	X	Heritage Presentation Meetings: September 25, 1999, Owens Landing Community Association
TAC Meeting: June 29, 1999 - Technical Advisory Meeting	X	X	Heritage Presentation: September 28, 1999, LSHG Annual Banquet
October 99	**November 99**	**December 99**	**January 99**
TAC Meeting: October 25, 1999, Technical Advisory Meeting	TAC Meeting: November 22, 1999, Technical Advisory Meeting	TAC Meeting: December 6, 1999, Technical Advisory Meeting	Scheduled Review of Management Plan by Municipal and County Elected Officials
X	X	Public Workshop: December 6, 1999, Preferred Alternatives Workshop (Perryville)	Scheduled Heritage Presentation to Cecil County Chamber of Commerce

The Planning Process

Three public workshops were held and conducted by the LSHGI and the Management Plan Consultant Team under Redman/Johnston Associates. The first public workshop was held in January of 1999 and sought to produce an overall "Vision" for the future LSHG. The second public workshop was held in June of 1999. This workshop allowed the public to view several alternatives for the LSHG and assist the LSHGI and the Consultant team to develop a final version of the future LSHG. The third public workshop was held in December of 1999. At this workshop, citizens of the Lower Susquehanna Region helped the LSHGI and the Consultant team develop a "Preferred Alternative" for the LSHG. Provided below are the handouts for each of the public workshops:

Lower Susquehanna Heritage Greenway, Inc.
Board of Directors

Donald Brand
Rapisarda-Brand

John Denver
Delmarva Power

Allen Fair
Havre de Grace Alliance

Larry Guess
Susquehanna State Park

Judy Leonard
Port Deposit Representative

Debbie Magraw
Perryville Representative

Steven Powell
The Arundel Corporation

Mike Pugh
Corridor Land Services

Robert Sauer
PECO Energy Company

The Lower Susquehanna Heritage Greenway, Inc. (LSHG) is a non-profit corporation dedicated to the goals of historic protection, increased economic activity, and preservation of the environment. Composed of local citizens, its Board of Directors is currently directing the effort to develop a Heritage Area and a Heritage Area Management Plan.

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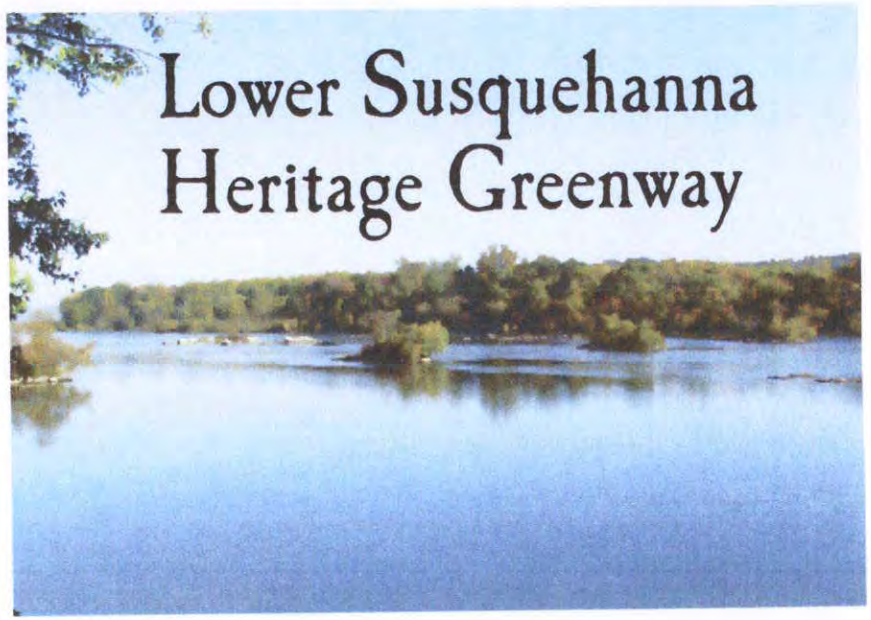

Visioning Workshops

January 20, 1999, 7:00 p.m.
Perryville High School

January 21, 1999, 7:00 p.m.
Havre de Grace High School

Introduction

Americans are proud of their hometown heritage. Every region of the United States has a story to tell like Paul Revere's ride through New England, the Continental Army's victory over the British at Yorktown, or the battle of Antietam in our own home state. An area's historic identity has a wide appeal to Americans wherever they live. The preservation of natural resources, history, and cultural rituals enriches both the inhabitants and the economies of American communities, just as it enriches those who visit them. Sharing the story of the Lower Susquehanna region with others presents a unique opportunity to protect and preserve valued resources for the benefit of the entire community. Located at the headwaters of the Chesapeake Bay and the mouth of the Susquehanna River, the Lower Susquehanna Heritage Greenway (LSHG) encompasses portions of western Cecil County, eastern Harford County, the City of Havre de Grace, Susquehanna State Park, and the towns of Perryville and Port Deposit. This area reflects the ideal development of life on the Chesapeake Bay and retains many aspects of earlier times, including rural countryside, villages, town centers and natural landscapes that echo the past. All of these features are linked by the common bond of the Susquehanna River and the upper portion of the Chesapeake Bay, the largest estuary in the world.

Protecting and preserving our natural resources and unique historic character are endeavors that require the cooperative efforts of people, businesses, and government. Heritage tourism and greenway development offer an opportunity to pursue preservation and economic development goals in a mutually supportive way. Heritage tourism emphasizes historic and cultural resources. Greenway development focuses on natural resources and recreation. In fact, the Lower Susquehanna Greenway is the most ambitious trail system currently being planned in Maryland.

Planning for the Future

The Lower Susquehanna Heritage Greenway, Inc. (LSHG Inc.) is a non-profit organization formed to direct the process of heritage tourism and greenway development. In order to organize their future efforts, the LSHG Board of Directors will prepare a Heritage Management Plan for the Lower Susquehanna region. The Management Plan will outline strategies for completing the trail system and enhancing the existing appeal of the heritage area to visitors and residents. Once the Plan has been completed and the LSHG is certified by the State, additional government funding will be available to the community to advance key projects.

Alternative Visions

The Management Plan begins with a "vision" for the region that reflects community sentiment. What is a vision? A vision is a description of the desired conditions that will prevail in the future, assuming all goes well. The LSHG vision should be an expansive and inspirational statement of the legacy the community wishes to leave for future generations.

Two workshops have been scheduled to ensure that the community is given an opportunity to participate in the development of the Management Plan. At these workshops you will be asked to help develop the vision for the LSHG. The results of these workshops will provide the key direction for development of the Management Plan and future work. The first workshop will be conducted on January 20th at 7:00 p.m. at in the Perryville High School Auditorium. The second workshop will be held on January 21st at 7:00 p.m. at the Havre de Grace High School.

The Management Plan will result from a strong community based process. Although many people in the community have already been involved in heritage planning and greenway development, broader community participation is needed. The continued success of the LSHG is dependent upon public support and participation. Please come out and help shape this important program for the future of the Lower Susquehanna Heritage Greenway.

Workshop Coordinators

David Ellenberg	LSHG Project Coordinator
Susan O'Neill	LSHG Economic Development
Peter Johnston	Planning Consultant, Redman Johnston Associates
Beatrice Bernier	Architectural Historian, ICON Architecture
Kirsten Coffen	Greenway Consultant, Garden Architecture
Sarah Woodworth	Economist, ZHA, Inc.

Lower Susquehanna Heritage Greenway

Alternatives Workshop

Wednesday, June 16, 1999, 7:00 p.m.
Havre de Grace Community Center

For more information, contact
David B. Ellenberg, LSHG Project Coordinator
Rodgers Tavern
P.O. Box 761, 259 Broad Street
Perryville, MD 21903
(410) 642-0286
dblnberg@redrose.net

Lower Susquehanna Heritage Greenway, Inc. Board of Directors

Donald Brand
Rapisarda-Brand

John Denver
Delmarva Power

Allen Fair
Havre de Grace Alliance

Larry Guess
Susquehanna State Park

Debbie Magraw
Perryville Representative

Steven Powell
The Arundel Corporation

Mike Pugh
Corridor Land Services

Robert Sauer
PECO Energy Company

Judy Leonard
Port Deposit Representative

The Lower Susquehanna Heritage Greenway, Inc. (LSHG) is a corporation dedicated to the goals of historic protection, increased economic activity, and preservation of the environment. Composed of local citizens, its Board of Directors is currently directing the effort to develop a Heritage Area and a Heritage Area Management Plan.

Introductio..

Located at the headwaters of the Chesapeake Bay and the mouth of the Susquehanna River, the Lower Susquehanna Heritage Greenway (LSHG) encompasses portions of western Cecil County, eastern Harford County, the City of Havre de Grace, Susquehanna State Park, and the towns of Perryville and Port Deposit. This area reflects the ideal development of life on the Chesapeake Bay and retains many aspects of earlier times, including rural countryside, villages, town centers, and natural landscapes that echo the past.

Protecting and preserving our natural resources and unique historic character are endeavors that require the cooperative efforts of people, businesses, and government. Heritage tourism and greenway development offer an opportunity to pursue preservation and economic development goals in a mutually supportive way. Heritage tourism emphasizes historic and cultural resources. Greenway development focuses on natural resources and recreation. Together, such initiatives can form a foundation for ecological health and economic prosperity.

Planning For the Future

The Lower Susquehanna Heritage Greenway, Inc. (LSHG, Inc.) is a non-profit organization formed to direct the process of heritage tourism and greenway development. In order to organize their future efforts, the LSHG, Inc. Board of Directors is in the process of preparing a Heritage Management Plan for the Lower Susquehanna region. The Management Plan will outline strategies for completing the trail system and enhancing the existing appeal of the heritage area to visitors and residents. Once the Plan has been completed and the LSHG is certified by the State, additional government funding will be available to the community to advance key projects.

The results from the first public workshop in January of 1999 stressed a strong community desire for the following initiatives; preservation and conservation of existing resources, a strong focus on economic and historic elements, and expanding linkages inside and outside the Heritage area boundaries. In accordance with public sentiment, the Consultant team has generated an approach to the next phase of Management Plan development (Alternative Visions) that will focus on these initiatives. The basic approach for defining this process will center on four elements: Preservation and Conservation; Interpretation and User Experience; Recreation and Linkages; and Community and Economic Development. These elements will be joined by a common thread, the cultural relationship between the Land, the River, and the People.

Alternative Visions

A workshop has been scheduled to give the Public an opportunity to participate in the further development of the Management Plan. At this workshop you will be asked to help develop the Alternatives for the LSHG. The results of this workshop will provide the key direction for development of the Preferred Alternative and consequent finalizing of the Lower Susquehanna Heritage Greenway. The second workshop will be conducted on June 16, 1999 at 7:00 p.m. at the Havre de Grace Community Center, located on Quarry Road, 100 Lagaret Lane, near Meadowville Elementary School, Havre de Grace, Maryland. For further directions, please call the Havre de Grace City Hall at 410-939-1800.

The Alternatives phase of the Management Plan will result from a strong community based process. Although many people have already been involved in heritage planning and greenway development, broader public participation is needed. The continued success of the LSHG is dependent upon community support and participation. Please come out and help shape this important program for the future of the Lower Susquehanna Heritage Greenway Management Plan.

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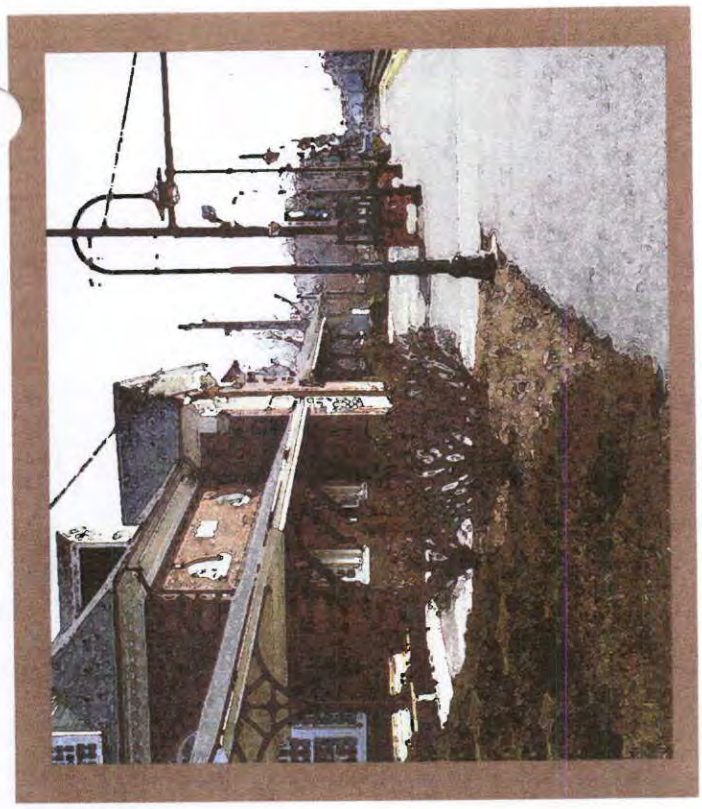

Lower Susquehanna Heritage Greenway

Preferred Alternative Workshop

Monday, December 6th
7:00 p.m.
Perryville High School

For more information, contact
David B. Ellenberg, Executive Director
LSHG, Inc., Rodgers Tavern
P.O. Box 761, 259 Broad Street
Perryville, MD 21903
(410) 642-0286
dblnberg@redrose.net

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The Lower Susquehanna Heritage Greenway, Inc. (LSHG) is a corporation dedicated to the goals of historic protection, increased economic activity, and preservation of the environment. Composed of local citizens, its Board of Directors is currently directing the effort to develop a Heritage Area and a Heritage Area Management Plan.

Introduction

The "Heritage Area Management Planning Process" provides an opportunity for the citizens of the Lower Susquehanna to formulate their own plan for preserving resources in the region. So far, the Lower Susquehanna Heritage Greenway Board of Directors (LSHG, Inc.) has hosted two successful public workshops. In the first public workshop, you helped us create a "Vision" for the Lower Susquehanna Heritage Greenway. In the second public workshop, you were asked to help us choose between three alternative development scenarios. We are now asking you to help us finalize the "Heritage Area Boundaries" and prepare the region for "Certification" by the Maryland Heritage Areas Authority (MHAA).

Planning for the Future

If you recall, the first public workshop, or the "Vision Workshop," was hosted with the purpose of obtaining public input for the "Heritage Management Plan." It was conducted to give the public an opportunity to discuss their aspirations for the region. Participants in the first workshop emphasized several key topics with resource preservation and conservation ranking the highest. Everyone who participated agreed that utilizing the region's heritage resources to support revitalization and economic development were valid and compatible objectives. Along with the development of an authentic "story" for the region, these objectives have formed the basis for the Lower Susquehanna Heritage Greenway "Vision." In the future, this "Vision" will assist the citizens of the Lower Susquehanna to achieve public and private partnerships for the rehabilitation of historic structures and the preservation of historic, cultural, and natural resources.

The second public workshop, or the "Alternatives Workshop," was hosted with the purpose of supplying the public with information on the benefits MHAA "Certification." It also obtained public input and comments on the proposed alternative development scenarios for the "Heritage Greenway Boundary." Participants cited the "Third Alternative" as the most promising vehicle for the future Heritage Greenway because it encompassed a greater area, more resources, and a stronger diversity of themes. In addition, the public expressed a strong desire to see the "Core Greenway" setting completed and the LSHG, Inc. has made this a top priority.

The Preferred Alternative Workshop

We invite you to attend the last public workshop, the "Preferred Alternative." The "Preferred Alternative Workshop" will be held at the Perryville High School on December 6, 1999 from 7 p.m. to 9:30 p.m. It is the final public workshop on the "Lower Susquehanna Heritage Management Plan." The purpose of the workshop is to allow the public an opportunity to discuss and comment on the recommendations of the Consultant Team. These recommendations are now being characterized as the "Preferred Alternative Plan," on which the Management Plan is being structured.

Workshop activities will begin with a presentation of the "Preferred Alternative Plan," including:

- Summary of results of the last "Alternatives Workshop;"
- Recommended Heritage Area Boundaries;
- Recommended strategies for preservation, conservation, stewardship, linkages economic and community development, management, and organization; and
- Recommended projects and activities of the Lower Susquehanna Heritage Greenway, Inc.

Following the presentation there will be a question and answer session. It should be noted that the results of the "Preferred Alternative Workshop" will begin to finalize the "Heritage Area Management Plan" concept before submittal to the Maryland Heritage Areas Authority. At the "Preferred Alternative Workshop" the public will be given one last opportunity to discuss and comment on the recommendations and strategies contained in the "Heritage Area Management Plan." We urge everyone to come out and help us create our Lower Susquehanna Heritage Greenway.

Workshop Coordinators

David Ellenberg	Executive Director, LSHG, Inc.
Peter Johnston	Planning Consultant, Redman Johnston Associates
Kirsten Coffen	Greenway Consultant, Garden Architecture

APPENDIX H - CAPITAL PROJECTS MASTER LIST

Context

A "List of Terms" is provided below to assist in the review of the Capital Projects Master List.

List of Terms

Abbreviations mean the following:
HDG = City of Havre de Grace
PD = Town of Port Deposit
PV = Town of Perryville
TP = Trail Project
RP = Regional Project

N/A = Not Available or Not Applicable
Note: * = means a project has been completed or is very near completion before Certification of the LSHG.

PART I: HDG = PROJECTS LOCATED WITHIN THE HAVRE DE GRACE TARGET INVESTMENT ZONE

1) HDG3. David Craig Park Visitor's Center

Location: North Union Avenue, between American Legion Post No. 47 and the AMTRAK bridge.
Description: The concept plan includes a visitor's center, restrooms, observation decks, walkways, a native plant garden and parking facilities. The site also provides access to the first bridge abutment of the former double-decked bridge. This has potential for a large Discovery Center rather than a visitor center.
Status: Concept plan, City has approved funding from the State. An engineering survey is slated.
Cost Estimate: $900,000+
Source of Funding: State has provided TEA 21-$400,000 with a City of Havre de Grace match.
Potential Partners: The City of Havre de Grace.
Strategy Category: Heritage infrastructure and facility development.

2) HDG4. Downtown Streetscape Improvements

Location: Bounded by Union Avenue, Congress Avenue, Susquehanna River and Otsego Street.
Description: Enhanced gateways to the Downtown, new sidewalks, trash cans, lighting, benches and trees. A significant portion of the signature sidewalk will stretch from Congress Avenue along St. John Street, to Jean Roberts Park. Off-shoots of the signature

sidewalk along side streets provide enhanced public access to the waterfront which includes public boat docks and landscaped viewing parks.
Status: Concept plan-Phase I SHA will fund gateway streetscape-intersection improvements at Otsego/Union, St. John/Warren plus sidewalk/street/lighting/signage/landscaping etc. Presently working with SHA on component pieces.
Cost Estimate: $2,000,000+
Source of Funding: State (SHA) is providing $2,000,000.
Potential Partners: The City of Havre de Grace (downtown businesses).
Strategy Category: Economic and Community Development.

3) HDG5. Information Kiosks

Location: Within the Havre de Grace Heritage Corridor (North Park, Downtown and the Promenade).
Description: Four-sided wooden structures with shingled roof, optional lighting, and information panels.
Status: Concept plan.
Potential Partners: The City of Havre de Grace.
Strategy Category: Heritage infrastructure and facility development.

4) HDG6. Hutchins Park

Location: Foot of Congress Avenue.
Description: A festival park to provide for seasonal festivals and events within walking distance to the downtown retail area. Also includes a signature sidewalk link to the waterfront.
Status: Concept plan, temporarily on hold.
Cost Estimate: Park Festival Area = $738,807, Park Gateway Features = $204,495, Waterfront Park Features = $162,000. Total = $1,105,302.
Strategy Category: Heritage infrastructure and facility development.

5) HDG7. Citizen's Park

Location: Along Concord Street between Girard Street and Revolution Street.
Description: A proposed neighborhood park designed to showcase unique, native plant species of the Chesapeake Bay Region while improving stormwater run-off quality. The park will also provide a rest stop for those traveling the signature sidewalk through the City. This also includes a signature sidewalk to Hutchins Park and Congress Avenue.
Status: Concept plan completed.
Source of Funding: MDE has agreed to partial funding, CBCA mitigation.
Potential Partners: MDE.
Strategy Category: Heritage infrastructure and facility development.

6) *HDG8. Cultural District Street Improvements

Location: Adjacent to the Concord Point Lighthouse. Bounded by Lafayette Street, Concord Street, Revolution Street and Market Street.
Description: Improvements include new water and sewer lines, curb and gutter, "ecostone parking areas, bioretention areas, swm pond, new sidewalks including a length of the signature sidewalk from the Concord Point Lighthouse to Citizen's Park.
Status: Completed except for landscape improvements. Wetland plantings in storm water retention areas still needed. Fishing pier slated to be added.
Cost Estimate: $1.2 million
Source of Funding: The City of Havre de Grace.
Strategy Category: Heritage infrastructure and facility development.

7) HDG9. Heritage Park and Ecology Center

Location: Southeast corner of the City and includes The Concord Point Lighthouse and Light keeper's House, The Maritime Museum, The Decoy Museum, a portion of The Promenade and starting point for The Signature Sidewalk.
Description: The proposed creation of a public and private partnership to organize, interpret, communicate, coordinate, protect and publicize the natural and cultural heritage of the Upper Chesapeake Bay Region in a "gallery" setting. The concept plan also includes parking facilities.
Status: Concept plan.
Cost Estimate: $1,000,000+
Potential Partners: The City of Havre de Grace, local Museums, MHT.
Strategy Category: Heritage infrastructure and facility development.

8) HDG10. Maritime Museum

Location: Lafayette Street, Heritage Park.
Description: The Maritime Museum will offer a boat building facility and a state-of-the art interactive and virtual reality display portraying the maritime heritage and lifestyle of the Upper Chesapeake Bay Region.
Status: Under construction.
Cost Estimate: $2,000,000+
Source of Funding: State bond and fund raising.
Strategy Category: Heritage infrastructure and facility development.

9) *HDG11. Promenade

Location: Chesapeake Bay Shoreline.
Description: A combination of a suspended wooden walkway and concrete/brick decorative sidewalk (referred to as The Signature Sidewalk) approximately 0.5 miles long built to provide public access to the waterfront.

Status: Completed.
Cost Estimate: $1.2 million ($900,000 for design and engineering)
Source of Funding: Harford County and POS.
Strategy Category: Heritage infrastructure and facility development.

10) *HDG12. Environmental Interpretive Signs - design stage

Location: Along the Promenade.
Description: Coated panels approximately 2'x3' attached to the promenade railing. Panels will show sketches and text describing environmental, cultural and geographic features surrounding the promenade.
Status: Design stage but ready to go to production.
Cost Estimate: $26,000
Strategy Category: Heritage infrastructure and facility development.

11) HDG13. Tydings Park

Location: South of Commerce Street between Union Avenue and Merchant Street.
Description: Concept Plan includes a new amphitheater, staircase to connect the Promenade and the Park, a new marina office and restrooms.
Status: Concept plan.
Cost Estimate: $1.6 million
Strategy Category: Heritage infrastructure and facility development.

12) HDG14. Havre de Grace Community Activities Center

Location: Seneca Avenue or Havre de Grace Middle School Lewis Lane site.
Description: A proposed center for all ages to include a swimming pool, multi-purpose room, dance/aerobics/exercise room, arts and crafts studio, game rooms, locker rooms, offices, meeting rooms and restrooms.
Status: long term objective.
Cost Estimate: $6,000,000
Source of Funding: Fund raising.
Potential Partners: Chamber of Commerce and the Salvation Army
Strategy Category: Heritage infrastructure and facility development.

13) HDG15. Train Station

Location: On or near the original platform at Adams Street and The AMTRAK line.
Description: Passenger platform, ticket sales, restrooms and parking facilities for rail passengers.
Status: Long term objective.
Strategy Category: Heritage infrastructure and facility development.

14) HDG16. Hotel Conference Center

Location: Various waterfront locations.
Description: 100-150 rooms and conference space to accommodate a variety of leisure and commercial needs. There is potential to develop a River Project and developer is interested. Project located downtown on St. John/Union Avenue intersection.
Status: Talking stages. Developer Nick Contes interested in developing a retail/restaurant complex.
Cost Estimate: $28,000,000
Source of Funding: Private.
Strategy Category: Economic Development.

15) HDG17. Susquehanna Museum of Havre de Grace, Inc. at the Lock House

Location: City of Havre de Grace.
Description: Various improvements, including restoration, facility development and parking/access improvements (See "Plan of Action for the Future," January 17, 1995).
Status: On-going. Gates construction ($250,000) funded. Second phase, preservation and display of gates.
Cost Estimate: $1.35 Million (est.)
Source of Funding: Bond, fund raising, MHAA.
Potential Partners: LSHGI, MHAA.
Strategy Category: Heritage infrastructure and facility development.

16) HDG18. Waterfront Hotel

Location: Waterfront site in historic district of Havre de Grace.
Description: New 100-150 room hotel with conference space to accommodate a variety of leisure and commercial needs.
Status: Discussion stage.
Cost Estimate: $6,000,000
Source of Funding: Private, City of Havre de Grace, MHAA.
Potential Partners: City of Havre de Grace, MHAA.
Strategy Category: Economic development.

PART II: PD = PROJECTS LOCATED WITHIN THE PORT DEPOSIT TARGET INVESTMENT ZONE

17) PD2. Marina Park - Jetty

Location: Port Deposit waterfront.
Description: Rebuild jetty to create safe harbor for water access to Port Deposit. Develop as base for shuttle service and associated facilities.

Status: Moving ahead and needs to be completed in two years according to the criteria of Tea-21 funding.
Cost Estimate: $1.6 million
Source of Funding: TEA-21 grant on 30% matching basis, $657,000 and 30% $341,000 from Town.
Potential Partners: MHAA, MDDOT, LSHGI.
Strategy Category: Heritage infrastructure and facility development.

18) PD3. Marina Park - Tomes Landing and Gas House

Location: Port Deposit.
Description: Acquire site, restore building for a Visitor Center. Would be the northern anchor of Marina Park. Ticket sales, museum, upper level loft visitor information.
Status: Close to agreement.
Cost Estimate: $600,000
Source of Funding: Money is available.
Potential Partners: Private partners.
Strategy Category: Heritage infrastructure and facility development.

19) PD5. Tomes School Buildings Renovation and Adaptive Re-use

Location: Port Deposit.
Description: Adaptive re-use of existing historic school buildings. (See "A Vision for the Former Bainbridge Naval Training Center," January 1999).
Status: Planning.
Cost Estimate: $18.8 million
Source of Funding: State of Maryland, MHAA, private.
Potential Partners: Bainbridge Development Authority.
Strategy Category: Economic and Community Development.

20) PD6. PECO Property

Location: Port Deposit.
Description: Development boat launch on lands owned by PECO in north Port Deposit.
Status: Long range planning.
Potential Partners: PECO Corporate partnership.
Strategy Category: Heritage infrastructure and facility development.

21) PD9. Bainbridge Site and Tomes School Cleanup

Location: Port Deposit.
Description: Clean up of vegetation around school site and asbestos clean up of Bainbridge site.
Status: Clean up of asbestos completed.

Cost Estimate: $6.5 million
Source of Funding: USEPA, U.S. Naval Department.
Strategy Category: Economic Development.

22) PD10. Historic Quarry - Hopkins Property

Location: Port Deposit.
Description: Site of historic granite quarry (approximately 60 acres) to be used as a trail head, nature discovery site, parking and other activities. Possible recreation park proposed.
Status: Negotiations underway.
Cost Estimate: $360,000 plus ($5,000 per acre)
Source of Funding: POS, local.
Potential Partners: N/A
Strategy Category: Heritage infrastructure and facility development.

23) PD11. Port Deposit Quarry - Research Project

Location: Port Deposit.
Description: Develop interpretive piece for the Historic granite quarry from which stone preferred for its hardness was used in many locations throughout the country/area. Interpretive piece linked to Hopkins Quarry.
Status: Under consideration
Cost Estimate: N/A
Source of Funding: LSHGI, MHAA.
Potential Partners: National organizations interested in historic mining practices.
Strategy Category: Interpretive strategy, heritage infrastructure.

24) PD12. King Property

Location: Port Deposit
Description: Rehabilitation of building and parking facilities. Demolish existing gas structure. Structure will contain a visitor orientation station and replace with new center, Heritage Greenway office, and a bike shop/storage locker concession. There will be a new parking lot for park users (20 cars), and sidewalk linkages to Marina Park and downtown Port Deposit.
Status: Acquired by the Town of Port Deposit (POS) for possible Tourist Center, Greenway Office Funds needed for rehabilitation of structure and parking, Possible acquisition/private ownership.
Cost Estimate: $1.8 million
Source of Funding: State Board of Public Works approved POS acquisition funds of $160,730 for King property.
Potential Partners: N/A
Strategy Category: Heritage infrastructure.

25) PD 13. Logan's Wharf Redevelopment

Location: Port Deposit.
Description: Acquire site for public/private redevelopment partnership. Extend promenade, 125 car parking facility, waterfront restaurant, and RV camping facilities.
Status: Possible acquisition/private ownership.
Cost Estimate: $2.2 million
Source of Funding: N/A
Potential Partners: Private partner.
Strategy Category: Heritage infrastructure and facility development.

PART III: PV = PROJECTS LOCATED WITHIN THE PERRYVILLE TARGET INVESTMENT ZONE

26) PV1. Broad Street Streetscape Enhancement

Location: Perryville.
Description: Phase 1: Install pedestrian lighting (3), Antique Style clock in front of Town Hall (1), 350 ft. sidewalk extension, "Perryville" painted on rail bridge over Broad Street. Phase 2: Install pedestrian lighting (4), 450 ft. sidewalk connecting MARC station to Post Office, landscape improvements at MARC Station, trash receptacles and benches at key locations, banner program; and Phase 1 overhead utility consolidation on streets/Phase 2 utility relocation to rear of buildings has not been funded.
Status: Phase 1 completed. Phase 2 scheduled for completion Spring 2000.
Cost Estimate: Phase 1 - $300,000, Phase 2 - $33,000 Budget for (5) benches and (5) trash receptacles - $7,000, Utility work pending discussions with Connective Energy.
Source of Funding: MTA under the State's Smart Growth Program.
Potential Partners: MTA, Amtrak, Town of Perryville.
Strategy Category: Economic and community development.

27) PV2. Gateway Entrance to "Old Town Perryville"

Location: Perryville.
Description: Roundabout consideration, surrounding property enhancements, gateway signage welcoming visitors to old town Perryville, prominent pedestrian crosswalks, parking lot screening.
Status: Planning and design (MDSHA) for street right-of-way.
Cost Estimate: $1.5 million
Source of Funding: MDDOT (street improvements), MHAA and others for building and private property enhancements.
Potential Partners: N/A
Strategy Category: Heritage infrastructure and community development.

28) PV3. Front Street Streetscape Enhancement Plan

Location: Perryville.
Description: Widen street right-of-way, where possible, to a minimum of 50' with the construction of new residential on the Conrail site. Install sidewalks, pedestrian lighting and street trees as minimum enhancements to the street.
Status: Long range plan.
Strategy Category: Heritage infrastructure and community development.

29) PV4. Park Enhancements and Parking Improvements

Location: Perryville.
Description: Consider and study potential for a youth recreation center to be built in old town Perryville. Construct a paved and well landscaped, municipal parking lot behind Trego Field. Install protective fencing behind Trego Field to shield parked cars from damage.
Status: Long range plan.
Strategy Category: Community development.

30) PV5. Small Business Infill Development at Crossroads

Location: Perryville.
Description: Facade renovations, re-establish auto service facilities, screen parking lots, retain existing businesses and secure 3-4 new active businesses serving the community's needs.
Status: Long range plan.
Strategy Category: Economic and community development.

31) PV6. Upper Broad Street Mixed-use Development

Location: Perryville.
Description: Phase 1 - Relocation of Perryville Estates mobile home park to provide a better environment for its residents away from railway lines. Phase 1 - Relocation of Neffs construction to the light industrial area. Phase 2 - prepare site documentation for developer solicitation.
Status: Discussions with private developer underway.
Cost Estimate: $2.73 million
Source of Funding: Private, MHAA.
Strategy Category: Economic and community development.

32) PV7. Lower Broad Street Mixed-use Development

Location: Perryville.
Description: Phase 1 - Construction of Owens mixed use building. The town would like to see a main street oriented mixed use project.
Status: Planning.
Cost Estimate: $3 million
Source of Funding: Private, State, MHAA.
Potential Partners: N/A
Strategy Category: Economic and community development.

33) PV8. Old Town Residential Community

Location: Perryville.
Description: New subdivision plat incorporating design and density changes (lot layout and street layout).
Status: Planning.
Strategy Category: Economic and community development.

34) PV9. Front Street Residential Rehabilitation

Location: Perryville.
Description: Facade improvements, code enforcement, clean-up program, encourage owner occupation.
Status: Planning.
Strategy Category: Heritage infrastructure and community development.

35) PV10. American Legion Rehabilitation for Lofts or "Perryville Inn"

Location: Perryville.
Description: Rezone a portion of the land to R-3 allowing for multi-family dwellings and incorporate into the overall development plan for the Conrail property.
Status: Planning.
Strategy Category: Economic and community development.

36) PV11. Infill Single Family Homes on American Legion Property

Location: Perryville.
Description: Rezone a portion of the Land to R-1 allowing for single family dwellings and develop in concert with the overall development plan for the Conrail property.
Status: Under consideration.
Strategy Category: Economic and community development.

37) PV12. Waterfront Marina Commercial/Waterfront Inn

Location: Perryville.
Description: Develop additional marina capacity along the Town waterfront and incorporate visitor services and facilities.
Status: Long range plan item.
Strategy Category: Economic and community development.

38) PV13. Lower Susquehanna Heritage Greenway Initiative

Location: Perryville.
Description: Pursue cooperation between neighboring waterfront land owners to allow for a wider greenway. Secure a 50' to 75' wide land dedication under the BGE utility easement along the new River Road. Develop a new parking lot for Rodgers Tavern patrons. Develop a new parking lot on Broad Street for heritage trail users. Develop a strategy for using the heritage greenway for bio-retention and habitat. Restoration to offset development within the critical areas boundary.
Status: Partially implemented.
Cost Estimate: $600,000
Source of Funding: POS, MHT, MHAA.
Potential Partners: LSHGI, MHAA.
Strategy Category: Heritage infrastructure and facility development.

39) PV14. Waterfront Attraction/Park Space/Rodgers Tavern Historical Site

Location: Perryville.
Description: Public pier for area residents and visitors, active use in the Rodgers Tavern to attract visitors, consider developing the Rodgers Tavern site into a public garden anchoring the heritage greenway boardwalk connection to Owens Landing.
Status: Partially implemented.
Cost Estimate: $95,000
Source of Funding: Waterway Improvements (DNR), MHAA.
Strategy Category: Heritage infrastructure and facility development.

40) PV15. New River Road Construction

Location: Perryville.
Description: Consider and explore re-alignment to allow more efficient use of neighboring land resources. Pursue cooperation between neighboring land owners to allow for realignment.
Status: Under construction.
Cost Estimate: N/A
Source of Funding: Private.
Potential Partners: N/A

Strategy Category: Economic and community development.

41) PV16. New Residential Street Construction/Extensions

Location: Perryville.
Description: Extension of Locust Street, Ostego Street, and Elm Street to connect with new River Road.
Status: Planning stage.
Strategy Category: Economic and community development.

42) PV17. New Entrance to Owens Landing

Location: Perryville.
Description: Ostego Street extended will provide direct access to Owens Landing from Aikens Avenue and new River Road.
Status: Nearing construction.
Cost Estimate: N/A
Source of Funding: Private.
Strategy Category: Economic and community development strategy.

43) PV18. New Waterfront Access Loop Road with Two Entrances

Location: Perryville.
Description: needed to make waterfront properties accessible once new River Road is constructed and the existing private access road is removed at Broad Street.
Status: Planned.
Cost Estimate: N/A
Source of Funding: Private, Town.
Strategy Category: Economic and community development.

44) PV21. Banner and Signage Program

Location: Perryville.
Description: Celebrate Perryville and show the community's pride by installing banners on utility/streetlight poles and implementing more town signage designed around a common theme adopted by the Town Commissioners.
Status: Planned.
Strategy Category: Heritage infrastructure and community development.

45) PV22. Community Boat Launch

Location: Perryville.
Description: Boat launching facility north of Owens Landing.
Status: Completed.

Cost Estimate: $150,000
Source of Funding: Private, Waterway Improvement.
Strategy Category: Community facility development.

46) PV24. Rodgers Tavern Walkway North of trail to Owens

Location: Perryville.
Description: Urban trail section between Rodgers Tavern and Owens Landing to be built as part of waterfront redevelopment project.
Status: Planning completed.
Cost Estimate: $150,000 - $250,000
Source of Funding: Private, MHAA.
Strategy Category: Heritage infrastructure and facility development.

47) PV25. MARC Walkway and Sidewalks

Location: Perryville.
Description: Sidewalk from MARC station to Rodgers Tavern.
Status: Completed.
Cost Estimate:
Source of Funding:
Potential Partners:
Strategy Category: Community and economic development.

PART IV: SSP = PROJECTS LOCATED WITHIN THE SUSQUEHANNA STATE PARK AND THE GREENWAY INVESTMENT ZONE

48) SSP1. Deer Creek Picnic Area

Location: Susquehanna State Park.
Description: Construct 2 new restrooms, 2 new shelters, ball field, contact station.
Status: Funded.
Strategy Category: Heritage infrastructure and facility development.

49) SSP2. Rock Run Historic Area

Location: Susquehanna State Park.
Description: Convert carriage house 1st floor to restroom.
Status: Funded.
Strategy Category: Heritage infrastructure and facility development

50) SSP3. Dredge area behind dam on Rock Run Road

Location: Susquehanna State Park.
Description: Repair dam and sluice way.
Status: N/A
Strategy Category: Heritage infrastructure, interpretation.

51) SSP4. Lapidum Boat Ramp

Location: Susquehanna State Park.
Description: Dredge shoal areas.
Status: Funded.
Strategy Category: Heritage infrastructure and facility development.

52) SSP5. Campground Improvements

Location: Susquehanna State Park.
Description: 6 mini cabins to be built at campgrounds.
Status: Funded.
Strategy Category: Heritage infrastructure and facility development.

53) SSP6. Campground Improvements

Location: Susquehanna State Park.
Description: Install electric hook-ups at campsites.
Status: Planned.
Strategy Category: Heritage infrastructure and facility development.

54) SSP7. Adaptive Re-Use of Rock Run Mansion

Location: Susquehanna State Park.
Description: Restore the existing Rock Run mansion house and develop as a bed and breakfast facility in cooperation with a private sector vendor.
Status: N/A
Strategy Category: Preservation and Resource Stewardship Strategy.

55) SSP8. Tourist Services Development

Location: Susquehanna State Park.
Description: Utilize existing buildings at Lapidum Landing to provide tourist services, such as kayak and/or bike rentals, food and drink concessions, interpretive facility, and others.
Status: N/A
Strategy Category: Interpretive, recreational and economic development.

56) SSP9. Canal Facilities Rehabilitation and Restoration

Location: Susquehanna State Park.
Description: Restore and/or rehabilitate the remaining Tidewater and Susquehanna Canal components on park land and develop an interpretive program around them.
Status: Pending feasibility study.
Cost Estimate: $250,000
Source of Funding: State of Maryland.
Strategy Category: Interpretive strategy, linkages.

57) SSP10. Susquehanna State Park Master Development Plan

Location: Susquehanna State Park.
Description: Prepare a new Master Development Plan for the park that includes an action agenda to increase recreation, tourism and heritage offerings, as well as natural resource protection.
Status: DNR is willing to evaluate all projects from a state perspective. A re-evaluation of the existing plan is being considered with potential use ideas related to the Heritage Area. But DNR wants to make sure that the Public is informed of planned additions first to gauge response and actions - Review of public input.
Cost Estimate: N/A
Source of Funding: State of Maryland.
Strategy Category: Technical assistance.

58) SSP11. Tow Path along the Old Susquehanna and Tidewater Canal

Location: From Conowingo Dam to Havre de Grace.
Description: Rebuild the original tow path along the canal and make part of the LSHG trail system (part of SSP 9).
Status: Unfunded N/A
Estimated Cost Estimate: see SSP 9.
Strategy Category: Heritage infrastructure and facility development.

PART V: TP = TRAIL PROJECTS LOCATED WITHIN GREENWAY TARGET INVESTMENT ZONE

59) TP 1. Greenway Project

Location: Perryville.
Description: Connection from Perryville Park along 7.5 acre right-of-way in Perryville Industrial Park/surplus from State Hwy Admin. Connection from Perryville Park to Rodgers Tavern through the Veterans Administration Property.
Status: Possible Acquisition from MDOT. Letter to Veterans Administration with proposal.

Cost Estimate: $1.4 million
Source of Funding: MHAA, POS, local.
Strategy Category: Heritage infrastructure and facility development.

60) TP 2. Greenway Project

Location: Perryville.
Description: River Road to Frenchtown Road through Riverview Camp Grounds (Charlie Ward interested in pursuing easement).
Status: Easement/Right-of-way.
Cost Estimate: N/A
Source of Funding: N/A
Potential Partners: N/A
Strategy Category: Heritage infrastructure and facility development.

61) TP 3. Greenway Project

Location: Perryville, Cecil County and Port Deposit.
Description: Connection from Perryville waterfront to Port Deposit (Marina Park) and/or Bainbridge. Use existing roads possibly utility corridor. Ideally to include Donaldson Brown Property.
Status: Options not fully explored N/A.
Cost Estimate: $1.3 million
Source of Funding: MHAA, other.
Potential Partners: N/A
Strategy Category: Heritage infrastructure and facility development.

62) TP 6. Greenway Project

Location: Perryville.
Description: Rodgers Tavern Alternative Uses.
Status: Existing Facilities Owned by Town of Perryville.
Cost Estimate: Recently purchased by town (50% local funds and 50% transportation funds - $150,000 total).
Source of Funding: Town Developed.
Potential Partners: N/A
Strategy Category: Heritage infrastructure and facility development.

63) TP 7. Greenway Project

Location: Perryville.
Description: River Road Trail easement being installed by Crouse Construction along the new road (20' along road).

Status: Easement drafted and included in subdivision plan. Will be constructed as part of road project by Crouse Construction.
Cost Estimate: $600,000
Source of Funding: Private.
Strategy Category: Heritage infrastructure and facility development.

64) TP 8. Greenway Project

Location: Port Deposit.
Description: Heritage Trail on the Tomes School at Bainbridge.
Status: Site annexed by Town of Port Deposit. Bainbridge Development Authority Management Entity.
Cost Estimate: N/A
Potential Partners: U.S. Navy/Bainbridge Development Authority.
Strategy Category: Heritage infrastructure and facility development.

65) TP 12. Greenway Project

Location: Port Deposit.
Description: Tomes Landing Riverwalk
Status: Developer will dedicate approximately 2900 feet of Riverwalk to town. Developed to date: Approximately 1300'+ to be dedicated 9/99.
Cost Estimate: Cost associated with walkway to be determined and used as possible match.
Strategy Category: Heritage infrastructure and facility development.

66) TP 13. Greenway Project

Location: Port Deposit.
Description: Port Deposit promenade extension from Tomes Landing development, across Martin Property (Parcels 286 and 287), rail road and PECO property to the Hopkins Quarry site.
Status: Planning.
Cost Estimate: $2.1 million
Source of Funding: MHAA, others.
Strategy Category: Heritage infrastructure and facility development.

67) TP 15. Greenway Project

Location: Port Deposit.
Description: Trail from Hopkins Quarry along abandoned rail line along to US 1.
Status: Easement with PECO to adjoining DNR owned property to the north, Old Rail Line/DNR to make contact with PECO regarding easement.
Cost Estimate:$1.75 million

Source of Funding: MHAA, other
Strategy Category: Heritage infrastructure and facility development

68) TP 16. Greenway Project

Location: Cecil County.
Description: Steel's Island and Robert's Island - nature study areas and provides link for restoration of the Rock Run Covered Bridge.
Status: N/A
Cost Estimate: Pursue lease agreement for use.
Source of Funding: N/A
Strategy Category: Heritage infrastructure and facility development.

69) TP 18. Greenway Project

Location: Havre de Grace.
Description: Connection between North Park and Havre de Grace.
Status: Alignment along public roads is included in Comprehensive Plan. Signage needed. Coordination with Susquehanna Museum is needed to complete alignment with North Park trail.
Cost Estimate: $7500 National Park Service Grant available. Culverts $30/lf Stone estimate ~2500 tons @$30.00/ton Estimated total for stone $74,000. (Possibility exists for donation of stone dust- with only cost being transportation).
Source of Funding: National Park Service, private.
Strategy Category: Heritage infrastructure and facility development.

70) TP 19. Greenway Project

Location: Havre de Grace.
Description: North Park Trail from north of the Susquehanna Lockhouse Museum to Arundel Property. A gravel loop trail approximately 1 mile in length available to both foot and bicycle traffic.
Status: Critical Area Consistency report complete and approved. Corp permit pending. Engineering for culverts complete - Materials still needed.
Cost Estimate: $350,000, which includes culverts and pedestrian bridges.
Source of Funding: $7,500 from the National Park Service.
Potential Partners: Arundel/Genstar for stone dust (possible donation).
Strategy Category: Heritage infrastructure and facility development.

71) TP 20. Greenway Project

Location: Havre de Grace.
Description: Loop around Arundel Corporation.
Status: Conceptual alignments identified - No action pending.

Cost Estimate: $300,000
Source of Funding: Private, MHAA.
Strategy Category: Heritage infrastructure and facility development.

72) TP 22. Greenway Project

Location: Havre de Grace.
Description: Trail connection between Arundel property and Susquehanna State Park.
Status: Two Conceptual alternatives identified.
Cost Estimate: $300,000
Source of Funding: MHAA, other.
Strategy Category: Heritage infrastructure and facility development.

73) TP 23. Greenway Project

Location: Havre de Grace.
Description: Trail in Susquehanna State Park (Stafford Road to Lapidum Boat Ramp).
Status: Conceptual alternatives need to be identified. Need to incorporate Lapidum Lock restoration effort and funds available from Charlie Reed Memorial (Significant environmental constraints).
Cost Estimate: $250,000 for feasibility study.
Source of Funding: MHAA, Park, Other.
Strategy Category: Heritage infrastructure and facility development.

74) TP 26. Greenway Project

Location: Havre de Grace.
Description: Darlington Bicycle Loop.
Status: Options will be explored with community to obtain local input.
Strategy Category: Heritage infrastructure and facility development.

75) TP-27. Greenway Project

Location: From North Park at Adams Street to Erie Street, west to Juniata Street, south to Alliance Street, east to Adams Street, south to Commerce Street, east to Market Street, north to Lafayette Street, east to Concord Street, north to Revolution Street, west to Market Street, north to St John Street, northwest to Union Avenue, north to Water Street, north to Erie Street, west to Conesto Street, and north back into North Park.
Description: Bikeway from Greenway to Heritage Park. A marked bike route with bike friendly storm grates and bicycle racks. Bike racks were recently installed at the Susquehanna and Lockhouse Museum, Hutchins Park and Tydings Park. Three more will be purchased for the Decoy Museum, Maritime Museum and Rochambeau Plaza sites.
Status: In the works, funding available. Three bike racks have been installed others are ordered.

Cost Estimate: $14,000.
Source of Funding: $1,500 National Park Service and Havre de Grace bike grants.
Potential Partners: The City of Havre de Grace.
Strategy Category: Heritage infrastructure and facility development.

76) TP28. Greenway Project

Location: Along the core greenway trail system.
Description: Trail head facilities development at eleven (11) locations along the greenway trail system, trail blazes along routes, and interpretive signs. Elements include coordinated signage system, information kiosk, parking facilities, bike racks, historic character lighting, benches, and trash receptacles.
Status: To be designed and implemented in conjunction with the various TP projects listed above.
Cost Estimate: $2.6 million
Source of Funding: MHAA, POS, LSHGI.
Potential Partners: Susquehanna State Park, Port Deposit, Perryville, Havre de Grace, Arundel Corporation, Harford County, Cecil County, PECO, private landowners, University of Maryland, Bainbridge Development Authority, others.
Strategy Category: Heritage infrastructure and facility development.

77) TP29. Greenway Project - Water Shuttle Service

Location: LSHG area.
Description: Establish a water shuttle facilities to service Havre de Grace, Perryville, Port Deposit, and Susquehanna State Park.
Status: Awaiting results of River Crossing Feasibility Study, which will include Lapidum. DNR has stated that they could possibly look into further uses for Lapidum as well, such as building adaptive re-use, service/recreation industry partnerships.
Cost Estimate: $500,000
Source of Funding: Private, MHAA.
Strategy Category: Linkages and economic development strategy.

78) TP30. Greenway Project - Pedestrian Bridge

Location: LSHG area.
Description: Construct bridge pedestrian bridge between Havre de Grace and Perryville.
Status: Structural assessment of existing pilings completed. Awaiting results of alternatives feasibility study.
Cost Estimate: $15 - $300 millions
Potential Partners: MDOT.
Strategy Category: Heritage infrastructure, facility development, and community and economic development.

PART VI: RP = OTHER PROJECTS LOCATED WITHIN THE GREENWAY TARGET INVESTMENT ZONE OR PROJECTS THAT MAY BE INCLUDED IN NEW OR EXPANDED TARGET INVESTMENTS ZONES.

RP1. Conowingo Visitor Center

Location: North of US 1, Harford County, near Conowingo Dam.
Description: Integration of the 7,600 square foot main swimming pool, 1,000 square foot wading pool, bathhouse, concession stand, parking, visitor center which houses administrative offices and exhibits and is used for conferences and meetings, into the overall LSHG activities.
Status: Owned by PECO.
Cost Estimate: $10,000 - $20,000
Source of Funding: County, MHAA.
Strategy Category: Heritage infrastructure and facility development.

RP2. Interpretive Piece - Research Bridges

Location: LSHG area.
Description: Research covered and other bridge stories and document the development of bridges over the Susquehanna River, including the covered bridges at Port Deposit and Conowingo.
Status: Under consideration.
Cost Estimate: $25,000
Source of Funding: MHAA, MHT, Higher Education Institution.
Strategy Category: Interpretive and educational.

RP3. Principio Furnace

Location: East and west side of MD 7, 1.5 miles east of Perryville.
Description: Private historical park (See draft Principio Furnace Business Plan, July 13, 1998).
Status: Planning (Master Plan in the works) temporarily categorized in the B LIST but may be a possible TIZ.
Estimated Cost Estimate: $85,000
Source of Funding: Private, US Park Service.
Strategy Category: Interpretive strategy.

RP4. Excursion Rail Line Tour

Location: LSHG area.
Description: Development of an excursion rail line running from Havre de Grace to Susquehanna State Park.
Status: N/A

Potential Partners: MDDOT.
Strategy Category: Heritage infrastructure, economic development, and facility development.

RP5. Former Site of the Bainbridge Naval Training Station

Location: LSHG area.
Description: Redevelopment of 1,115 acres of land located north of Port Deposit as a mixed-use development that includes industrial, commercial, residential, and recreation uses, including rehabilitation of buildings located in the Tomes School Historic District.
Status: Local development authority created by Maryland Legislature, appointments in process. Vision statement prepared by the Town of Port Deposit.
Potential Partners: Bainbridge Development Authority.
Strategy Category: Economic and community development strategy.

RP 6. Swan Harbor

Location: LSHG area.
Description: Interpretive facilities and tourist attractions on the Susquehanna River. Potential for Old Port Baltimore site and Ecology Center - 600 acre park site.
Status: Possible environmental classroom.
Potential Partners: Chesapeake Bay Conservancy, US Fish and Wildlife.
Strategy Category: Interpretive and educational.

RP 7. Oakington Farm

Location: LSHG area.
Description: Recently acquired county park site.
Status: Planning.
Strategy Category: Heritage infrastructure.

RP 8. Garrett Island

Location: LSHG area.
Description: Purchase island to retain it in its natural state. Develop nature and historic interpretive facilities and programs.
Status: N/A
Source of Funding: Bay gateways program.
Potential Partners: Cecil Land Trust.
Strategy Category: Resource preservation and stewardship.

RP 9. Battery Island

Location: LSHG area (Chesapeake Bay).
Description: Acquire island, restore lighthouse, develop living classroom that would be a camp for school age children. Start a submerged aquatic vegetation farm for bay restoration projects.
Status: N/A
Cost Estimate: N/A
Potential Partners: Chesapeake Heritage Conservancy, DNR, U.S. EPA, U.S. Coast Guard.
Strategy Category: Resource preservation and stewardship, education.

RP10. Covered Bridge

Location: Port Deposit.
Description: Rebuild covered bridge from Port Deposit to Susquehanna State Park.
Status: Being evaluated as part of river crossing feasibility study currently underway.
Cost Estimate: Feasibility Study.
Potential Partners: MDDOT.
Strategy Category: Heritage infrastructure and facility development.

APPENDIX I - BUSINESS PLAN SUPPLEMENT

Context

Detailed tables for the Business Plan are included in this appendix. These include details of capital projects, program activities, staffing and operations and funding sources. This appendix also includes a summary of the process used to evaluate economic performance.

PART I: BUSINESS PLAN DETAILS

Table I-1
Capital Projects Program
LSHG Management Plan - Five-Year Program

Project key code: PV = Perryville PD = Port Deposit HDG = City of Havre de Grace RP = Regional Project TP = Trail Project

Table I-1

Number	Project Description	Action	Cost (est.)	Potential Funding Sources	TOTAL
1 - PV1	Broad Street Street Scape Enhancement	Install pedestrian lighting, banner program	$30,000	TEA 21	$70,000
		landscaping, sidewalk extensions, trash,	$33,000	Retrofit Sidewalk Program (MSHA)	
		Phase 1 overhead utility consolidation on	$7,000	Tree-mendous Maryland Program (MDNR)	
		streets, phase 2 utility relocation to rears of		Town Forest Conservation Program	
		buildings		MTA	
2 - PV6	Upper Broad Street Mixed-Use Development	Phase 1 - Relocation of Perryville Estates mobile	$2,725,000	Private	$2,725,000
		home park to provide a better environment for its			
		residents away from railway lines. Phase 1 -			
		Relocation of Neffs construction to the light industrial			
		area. Phase 2 - prepare site documentation for			
		developer solicitation.			
3 - PV7	Lower Broad Street Mixed-Use Development	Phase 1 - Construction of Owens mixed use building.	$3,000,000	Neighborhood Business Development Program	$3,000,000
		The town would like to see a main street oriented		Job Creation Tax Credit	
		mixed use project.		Business Assistance and Permit Coordination	
				Neighborhood Partnership Program (MDHCD)	
				Revolving Loan Fund	
				Rural Business Cooperative Service (USDA)	
				NICE (DOE)	
				Sustainable Development Challenge Grant Program	
				Small Cities Community Dev. Block Grant (MDHCD)	
				Rural Economic Policy Program	
4 - PV2	Gateway Entrance to Old Town Perryville	Surrounding property enhancements, gateway	$1,500,000	MD SHA (fund 84)	$1,500,000
		signage welcoming visitors to old town Perryville,		Neighborhood Partnership Program (MDHCD)	
		prominent pedestrian crosswalks, parking lot			
		screening.			

Table I-1

Number	Project Description	Action	Cost (est.)	Potential Funding Sources	TOTAL
5 - PV23	Rodgers Tavern docking facilities	Public pier for transient boaters and Water Shuttle	$500,000	Maryland Waterway Improvements Program	$500,000
		Dock Facility		MHAA (MDHCD)	
6 - PV13	LSHG Initiatives	Right-of-way acquisition, construction of trail along	$600,000	Private	$600,000
		New River Road		MHAA (MDHCD)	
		Develop a new parking lot for Rodgers Tavern patrons.		Sustainable Development Challenge Grant Program	
		Develop a new parking lot on Broad Street for heritage		Trust for Public Land	
		trail users. Develop a strategy for using the			
		heritage greenway for bio-retention and habitat.			
		Restoration to offset development within the critical			
		areas boundary.			
7 - HDG3	David Craig Park Visitor Center	Visitor Center, restrooms, observation decks, walkways	$900,000	TEA 21	$900,000
		native plant garden, and parking facilities		City/County	
				MHAA (MDHCD)	
8 - HDG17	Susquehanna Museum of Havre de Grace, Inc.	Completion of the reconstruction of the working	$1,350,000	MHAA (MDHCD)	1350000
		canal lock gates. Construction of a shelter for the		Local	
		original lock gates. Construction of additional visitor			
		facilities - see "Plan of Action for the Future",			
		January 17, 1995.			
9 - HDG10	Maritime Museum	Boat building facilities offering state of the art	$2,000,000	MHAA (MDHCD)	$2,000,000
		interactive and virtual reality display			
10 - HDG19	Waterfront Hotel	100-150 rooms and conference space to	$6,000,000	Private	$6,000,000
		accommodate a variety of leisure and commercial.		City of Havre de Grace	
		needs.		MHAA (MDHCD)	
11 - PD2a	Marina Park - Phase I - Jetty Renovation	Rebuild jetty to create safe harbor for water access	$1,329,744	TEA 21 ($999,000 funded)	$1,329,744
		to Port Deposit. Shuttle service facility. Develop		Port Deposit	
		site improvements.			
12 - PD2b	Marina Park - Phase II (Promenade)	Improve park entrances and parking facilities, to include	$1,560,000	TEA 21	$1,560,000
		new gazebo/concert pavilion, greenway information		Town Match	
		rest rooms, promenade, landscaping, interpretive		POS	
		signage, pedestrian access, accessible ramps, granite			
		overlook terraces, memorial plaza, and a parking lot, etc.			
13 - PD3	Marina Park - Gas House	Acquire site, restore building for a visitor information	$600,000	MHAA (MDHCD)	$600,000
		center. Would be northern anchor of Marina Park.		MHT	
		Ticket sales of water shuttle, new museum, upper		Private	
		level loft visitor information etc.			
14 - PD10	Hopkins Property (60 acre historic quarry)	Site acquisition.	$300,000	MHAA (MDHCD)	$300,000
	Trail head, nature discovery, parking and	Restore scale house. Raise granite bldg, reuse stone.	$767,880	POS	$767,880
	other activities	Trail head improvements. Geology discovery trail loop.		1067880	
15 - PD12	King Property used as tourist information center	Rehabilitation of building and parking.	$1,781,220	$160,730.00 pos	1781220
		Demolish existing gas station and replace with new		$55,193 Town match	
		structure. Structure will contain a visitor orientation		MHAA (MDHCD)	

Table I-1

Number	Project Description	Action	Cost (est.)	Potential Funding Sources	TOTAL
		center, Heritage Greenway office, and a bike shop/			
		storage locker concession. There will be a new			
		parking lot for park users (20 cars), and sidewalk			
		linkages to Marina Park and downtown Port Deposit.			
16 - PD13	Logan's Wharf Redevelopment	Acquire site for public/private redevelopment partnership	$2,164,500	MHAA (MDHCD)	$2,164,500
		Acquisition ($750,000)		POS	
		125 car parking lot. Include with land owned by Town and			
		extend promenade. Waterfront restaurant and transit			
		boat docking. RV camp ground sites.			
17 - TP1	Port Deposit Quarry Trail head site to	Construct 4.48 miles of trail along the abandoned	$1,747,200	MHAA (MDHCD)	$1,747,200
	Conowingo Dam	rail right of way.		POS	
18 - TP3	Connection Perryville (New River Road) to	Construct 3.69 miles of Class I bikes trail	$1,217,700	MHAA (MDHCD)	1217700
	Marina Park in Port Deposit	along Frenchtown Road		POS	
19 - TP19	Lock Museum to Arundel (Includes North Park	Construct 1.5 miles of trail along abandoned rail	$585,000	MHAA (MDHCD)	$585,000
		right-of-way		POS	
20 - TP20	Arundel property to I-95	Construct 2.44 miles of multi-use trail through	$292,500	MHAA (MDHCD)	$292,500
		the Arundel Quarry site		POS	
21 - TP5a	Arundel property to Susquehanna State Park	Construct 1.97 miles of multi-use and Class I bike	$292,500	MHAA (MDHCD)	$292,500
		trail along I-95 right of way		POS	
22 - TP6	Tomes Landing to Hopkins Quarry	Acquire easement	$2,004,900	MHAA (MDHCD)	$2,004,900
		Construct 1.0 mile of combination boardwalk and		POS	
		and multi-use trail as part of Port Deposit Riverwalk		TEA 21	
23 - TP2	Rodgers Tavern loop around the Perry Point	Construct 3.3 miles of multi-use trail connecting	$1,332,000	MHAA (MDHCD)	$1,332,000
	Veteran's Administration property	Rodgers Tavern and the Perryville Community Park		POS	
24 - TP23	Trail in Susquehanna State Park Stafford Road	Conceptual Alternatives development	$250,000	MHAA (MDHCD)	$250,000
	to Lapidum boat ramp with restoration of			POS	
	Lapidum canal lock				
25 - TP28	Trail Head facilities development	Trail head facilities development at eleven (11)	$2,542,100	MHAA (MDHCD)	$2,542,100
		locations along the core greenway trail systems,		POS	
		trail blazes along route and interpretive signage.		LSHGI	
		Elements include coordinated signage system,			
		information kiosk, parking facilities, bike racks,			
		historic character lighting, benches, and trash			
		receptacles.			
26 - TP29	Water Shuttle Service		$500,000	MHAA (MDHCD)	$500,000
				POS	
TOTAL					$37,912,244

***Note: Schedule - The proposed project implementation schedule is shown in Table I-2. This schedule represents a desirable time line for initiation and completion of short and mid-term priority projects. The timeline for those projects in which the LSHGI will have a minimal role or no role at all, for example PV6 and PV7, will be dependent on variables that are beyond the control of the LSHGI. Other projects, such as those associated with the completion of the core trail system, projects and program activities directed towards increasing visitor services,**

creating and marketing a regional identity, and increasing and enhancing the heritage attractions in the LSGH, are crucial to the overall success of the LSHGI's mission and will be diligently pursued. The project list contained in Appendix H constitutes a "master list" of long range capital project priorities from which the LSHGI may select new priority projects in the future.

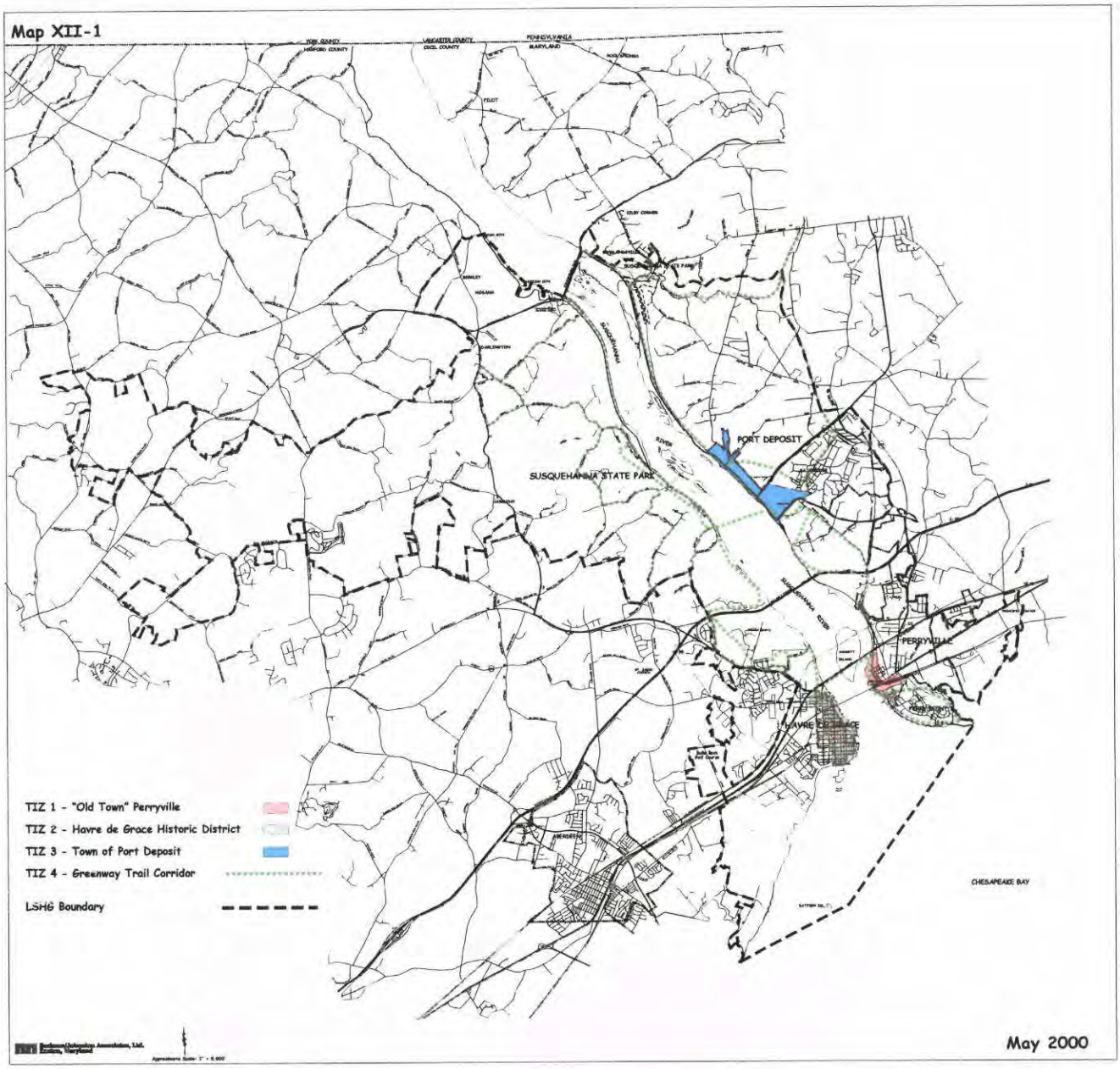
Table I-2
Project Implementation Schedule
LSHG Management Plan - Five-Year Program

Table I-2		Short Term Priorities			Mid Term Priorities	
Number	Project Description	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
1 - PV1	Broad Street Streetscape Enhancement					
2 - PV6	Upper Broad Street Mixed-Use Development					
3 - PV7	Lower Broad Street Mixed-Use Development					
4 - PV2	Gateway Entrance to Old Town Perryville					
5 - PV23	Rodgers Tavern docking facilities					
6 - PV13	LSHG Initiatives	1				
7 - HDG3	David Craig Park Visitor Center					
8 - HDG17	Susquehanna Museum of Havre de Grace, Inc.					
9 - HDG10	Maritime Museum					
10 - HDG19	Waterfront Hotel					
11 - PD2a	Marina Park - Phase I Jetty	1				
12 - PD2b	Marina Park - Phase II Promenade					
13 - PD3	Marina Park - Gas House	1				
14 - PD10	Hopkins Property (60 acre historic quarry)	1				
15 - PD12	King Property					
16 - PD13	Logan's Wharf Redevelopment					
17 - TP1	Port Deposit to Conowingo Dam	2				
18 - TP3	Perryville to Marina Park	2				
19 - TP19	Lock Museum to Arundel (Includes North Park Trail)	1&2				
20 - TP20	Arundel property to I-95	2				
21 - TP5a	Arundel property to Susquehanna State Park	2				
22 - TP6	Tomes Landing to Hopkins Quarry		2			
23 - TP2	Rodgers Tavern to Perryville Park					
24 - TP23	Trail in Susquehanna State Park Stafford Road	2				
25 - TP 28	Trail Head facilities development	3				
26 - TP29	Water Shuttle Service					
PROGRAM ACTIVITIES						
Interpretive and Education Program Development						
- Exhibits Development		6				
- Develop Education Program		6				
- WEB site		4				
Linkages Development Program						
- Develop self-guided bike tours and materials				5		
- Develop self-guided hiking tours and materials		5				
- Develop self-guided water tours and materials		5				
- Develop self-guided auto tours and materials			5			
- Trail Improvements		6				
Resource Preservation and Stewardship Programs						
- Recognition Program		6				
- Conservation Easements Purchase		6				
- Incentive Programs (preservation)		6				
- Restoration/Rehabilitation Projects		6				
- Education Programs		6				

Table I-2		Short Term Priorities			Mid Term Priorities	
Number	Project Description	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Community and Economic Development						
- Financial and technical assistance to revitalization efforts		6				
- Develop and implement a coordinated sign program		6				
- Demonstration projects		6				
- Low interest revolving loan program		6				
Marketing and Outreach						
- Develop and implement a regional marketing plan						
- Develop special events and package tour program		6				
- Develop and Maintain a web page		4				

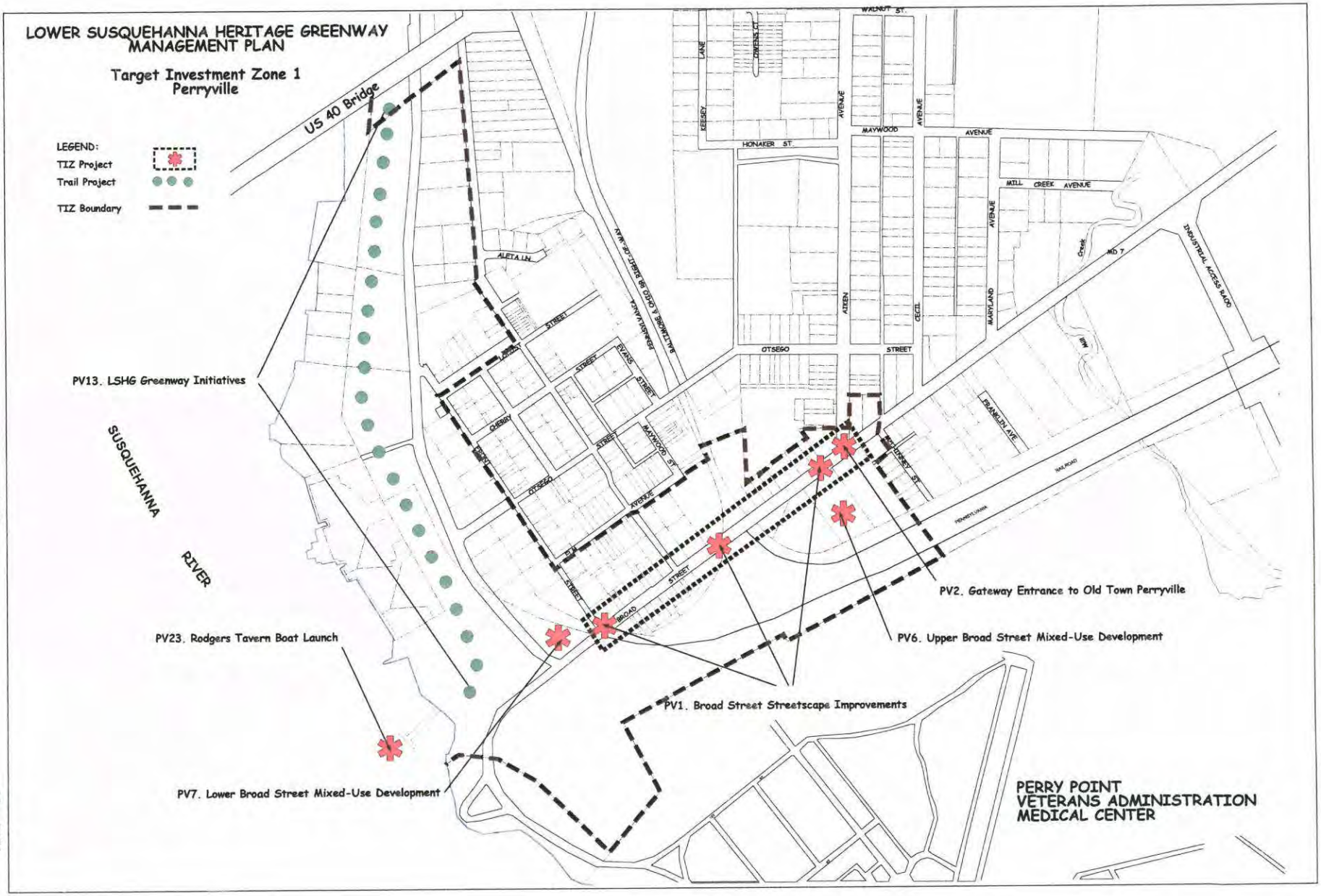
***Notes on Schedule:**

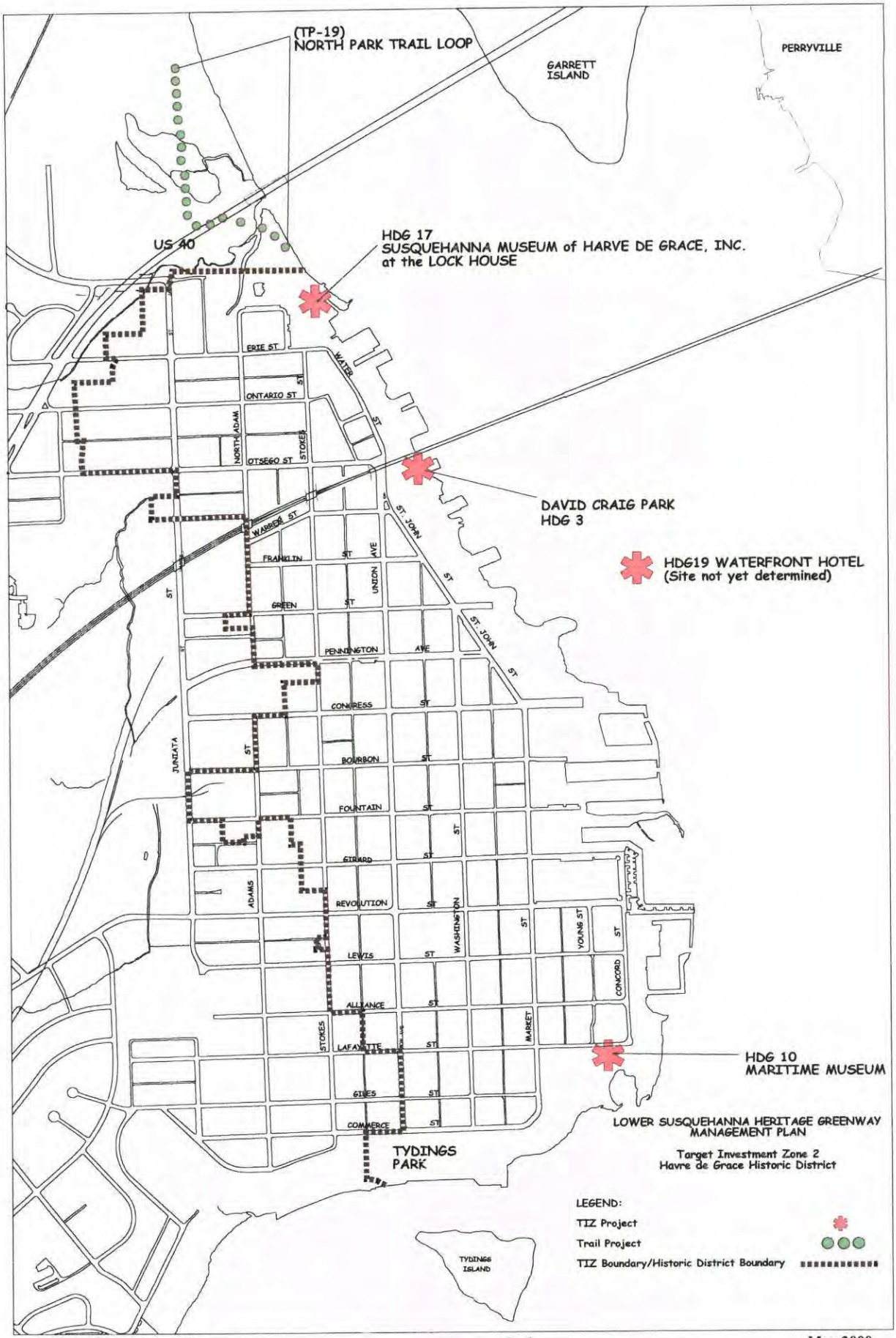
1. Project commenced in prior year(s).
2. Trail projects include, in most cases, routing studies in the first quarter, design/engineering in the second and third quarters of the period, and construction in the final two quarters.
3. Trail head facility projects will be implemented concurrent with development of related trail sections and will involve enhancements throughout the five-year period.
4. Web page budgeting includes regular maintenance and updates.
5. Tour materials will need to be updated periodically as new venues and routes come on line.
6. On-going activities that begin immediately.

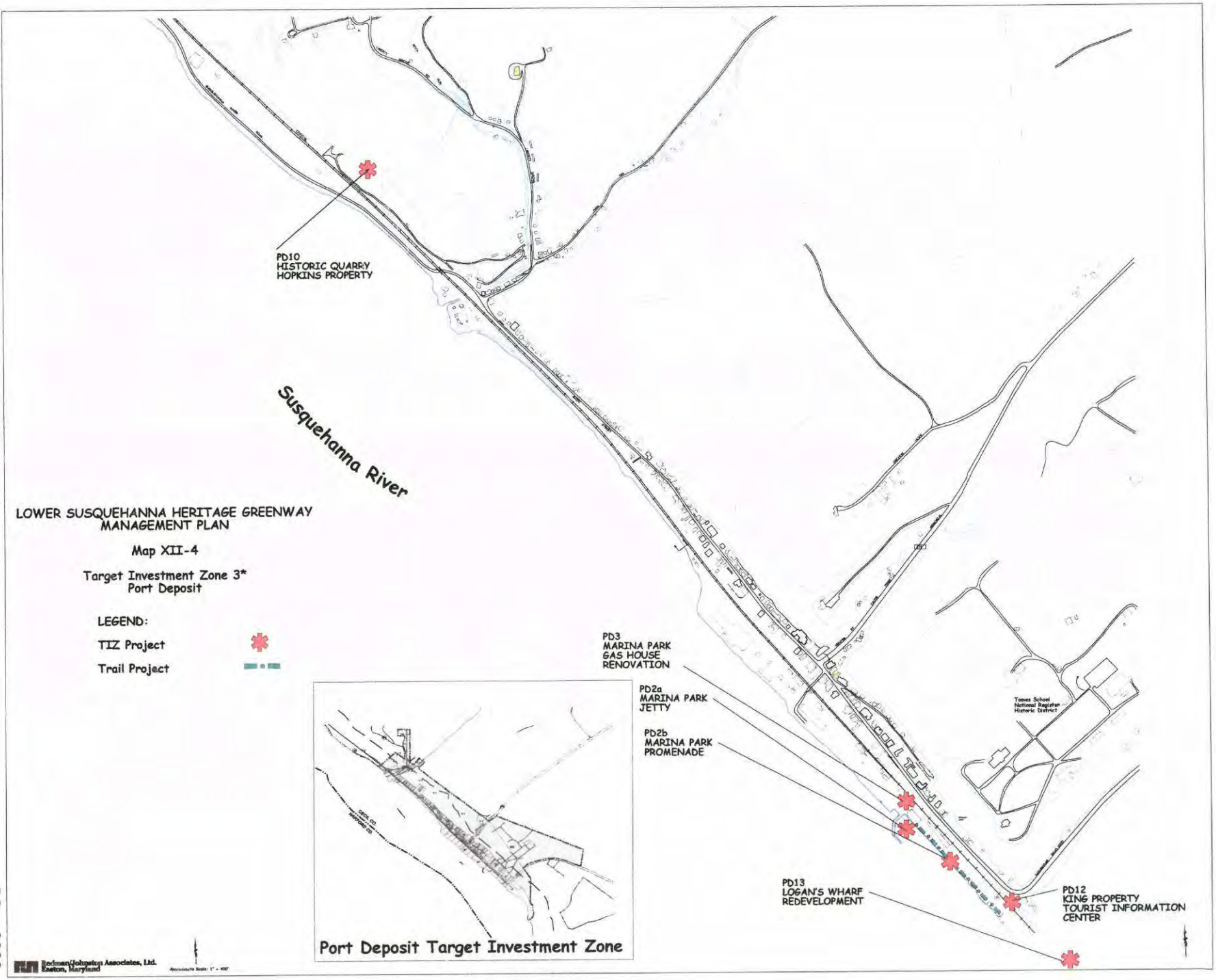


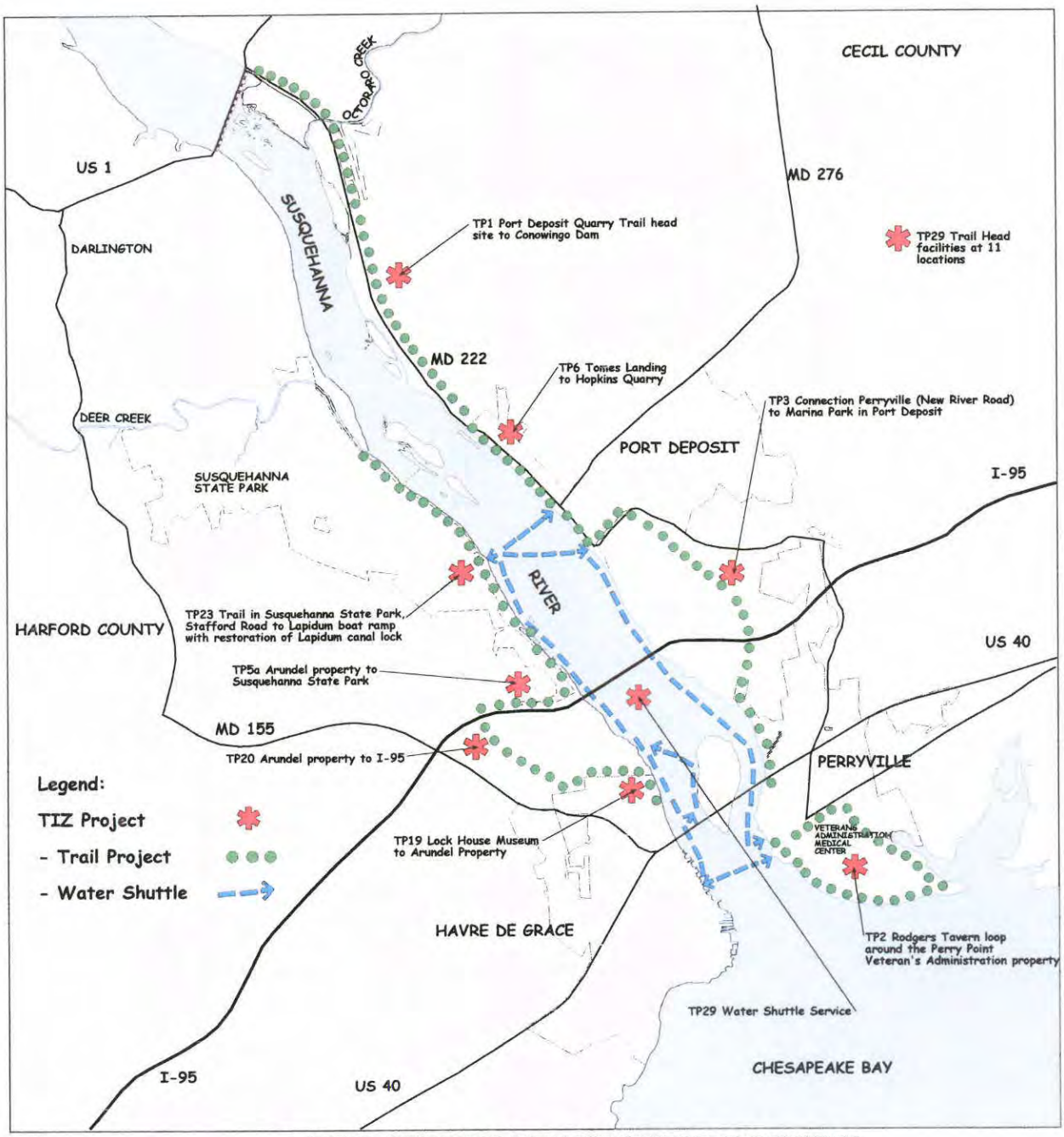
LOWER SUSQUEHANNA HERITAGE GREENWAY MANAGEMENT PLAN

Map XII-1
Target Investment Zones


LOWER SUSQUEHANNA HERITAGE GREENWAY MANAGEMENT PLAN
Target Investment Zone 1
Perryville
LEGEND:
TIZ Project
Trail Project
TIZ Boundary
US 40 Bridge
PV13. LSHG Greenway Initiatives
SUSQUEHANNA RIVER
PV23. Rodgers Tavern Boat Launch
PV7. Lower Broad Street Mixed-Use Development
PV2. Gateway Entrance to Old Town Perryville
PV6. Upper Broad Street Mixed-Use Development
PV1. Broad Street Streetscape Improvements
PERRY POINT VETERANS ADMINISTRATION MEDICAL CENTER
WALNUT ST.
HONAKER ST.
MAYWOOD AVENUE
MILL CREEK AVENUE
OTSEGO STREET
BROAD STREET
MD 7
INDUSTRIAL ACCESS ROAD
FRANKLIN AVE
PENNSYLVANIA RAILROAD


(TP-19)
NORTH PARK TRAIL LOOP
GARRETT ISLAND
PERRYVILLE
US 40
HDG 17
SUSQUEHANNA MUSEUM of HARVE DE GRACE, INC.
at the LOCK HOUSE
ERIE ST
ONTARIO ST
OTSEGO ST
NORTH ADAM
STOKES
WATER ST
WARREN ST
FRANKLIN ST
GREEN ST
PENNINGTON AVE
CONGRESS ST
BOURBON ST
FOUNTAIN ST
GIRARD ST
REVOLUTION ST
LEWIS ST
ALLIANCE ST
LAFAYETTE ST
GILES ST
COMMERCE ST
UNION AVE
ST. JOHN ST
JUNIATA ST
ADAMS
WASHINGTON
YOUNG ST
CONCORD
MARKET
DAVID CRAIG PARK
HDG 3
HDG19 WATERFRONT HOTEL
(Site not yet determined)
HDG 10
MARITIME MUSEUM
TYDINGS PARK
TYDINGS ISLAND
LOWER SUSQUEHANNA HERITAGE GREENWAY
MANAGEMENT PLAN
Target Investment Zone 2
Havre de Grace Historic District
LEGEND:
TIZ Project
Trail Project
TIZ Boundary/Historic District Boundary


PD10
HISTORIC QUARRY
HOPKINS PROPERTY
Susquehanna River
LOWER SUSQUEHANNA HERITAGE GREENWAY
MANAGEMENT PLAN
Map XII-4
Target Investment Zone 3*
Port Deposit
LEGEND:
TIZ Project
Trail Project
PD3
MARINA PARK
GAS HOUSE
RENOVATION
PD2a
MARINA PARK
JETTY
PD2b
MARINA PARK
PROMENADE
Tomes School
National Register
Historic District
PD13
LOGAN'S WHARF
REDEVELOPMENT
PD12
KING PROPERTY
TOURIST INFORMATION
CENTER
Port Deposit Target Investment Zone
Redmen/Johnston Associates, Ltd.
Easton, Maryland



LOWER SUSQUEHANNA HERITAGE GREENWAY MANAGEMENT PLAN

Target Investment Zone 4
Greenway Trail Corridor

PART II: FUNDING PLAN

Within the Lower Susquehanna Heritage Greenway Management Plan (the Management Plan), the funding component of the Five-Year Business Plan outlines projected sources of funding for staffing and operations, program activities, and capital projects. In many cases the exact source of funding for capital projects has not yet been determined by the Lower Susquehanna Heritage Greenway Inc., (LSHGI) or the project sponsor. In effect, the funding plan establishes funding objectives and provides direction to the LSHGI for achieving a sustainable operation within the five-year timeline. The funding plan is based on a total budget requirement of $44,015,156 million over five years and are as follows:

- Staffing and Operations - $1,299,912 (see Table X-1 in the Management Plan);
- Program Activities - $4,803,000 (see Table XI-1 in the Management Plan); and
- Capital Projects - $37,912,244 (see Table XII-1 in the Management Plan).

Of this total, the MHAA is being requested to fund an estimated $16,596,289 million (16.6 approximately). The MHAA is being requested to fund for the following operations:

- $264,000 for Staffing and Operations;
- $2,401,500 million for Program Activities; and
- $13,930,789 million for Capital Projects.

***Note: Local and other sources will be sought to fund the balance (See Table XII-3 in the Management Plan).**

Table I-3
Staffing and Operations Program
LSHG Management Plan - Five-Year Program

ITEM	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	5 Yr Total
LSHG Staff						
Executive Director	$41,600	$50,000	$52,500	$55,125	$57,881	$257,106
Administrative Aide	$20,000	$21,000	$22,050	$23,152	$24,310	$110,513
Project Manager 1	$35,000	$36,750	$38,588	$40,517	$42,543	$193,397
Project Manager 2	$17,500	$35,000	$36,750	$38,588	$40,517	$168,354
Project Manager 3	$0	$15,000	$30,000	$31,500	$33,075	$109,575
Sub-Total	**$114,100**	**$157,750**	**$179,888**	**$188,882**	**$198,326**	**$838,945**
Salary Benefits (0.30)	$34,230	$47,325	$53,966	$56,665	$59,498	$251,684
Part-Time Staff (Docents)	$0	$14,190	$14,900	$15,644	$16,427	$61,161
Total Salary	**$148,330**	**$219,265**	**$248,753**	**$261,191**	**$274,250**	**$1,151,790**
Building & Operations						
Rent	$12,000	$12,360	$12,731	$13,113	$13,506	$63,710
Utilities	$3,600	$3,708	$3,819	$3,934	$4,052	$19,113
Printing, copying, misc.	$1,200	$1,236	$1,273	$1,311	$1,351	$6,371
Equipment	$6,000	$6,600	$7,260	$7,986	$8,785	$36,631
Insurance	$1,200	$1,236	$1,273	$1,311	$1,351	$6,371
Accounting	$3,000	$3,090	$3,183	$3,278	$3,377	$15,927
Total Operations	**$27,000**	**$28,230**	**$29,539**	**$30,933**	**$32,420**	**$148,122**
TOTAL (Staffing/Operations)	**$175,330**	**$247,495**	**$278,292**	**$292,124**	**$306,671**	**$1,299,912**

FUNDING SOURCE	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	5 Yr Total
State & Federal Sources						
MHAA Grant	$45,000	$77,000	$142,000	$0	$0	$264,000
Other State and Federal Grants	$90,000	$95,000	$20,000	$0	$0	$205,000
Total State & Federal	**$135,000**	**$172,000**	**$162,000**	**$0**	**$0**	**$469,000**
Local Sources						
Memberships	$2,957	$3,854	$3,848	$9,908	$11,891	$32,458
Corporate Sponsors	$9,444	$24,706	$27,323	$72,211	$99,781	$233,465
County Governments	$2,275	$4,941	$20,554	$44,111	$44,110	$115,991
Municipal Governments	$0	$4,447	$3,885	$8,754	$9,191	$26,277
Foundations	$9,098	$11,980	$10,880	$35,289	$44,110	$111,357
Fund Raising Events	$3,639	$4,941	$4,933	$15,880	$17,644	$47,037
Fees and Merchandise Sales	$10,642	$15,685	$38,703	$88,327	$57,889	$211,245
Charitable Contributions	$2,275	$4,941	$6,166	$17,644	$22,055	$53,081
Total Local	**$40,330**	**$75,495**	**$116,292**	**$292,124**	**$306,671**	**$830,912**
TOTAL (Staffing/Operations)	**$175,330**	**$247,495**	**$278,292**	**$292,124**	**$306,671**	**$1,299,912**

Table I-4
Program Activities
LSHG Management Plan - Five-Year Program

ITEM	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	5 yr Total
Interpretive & Education Program						
- Exhibits Development	$20,000	$50,000	$50,000	$50,000	$50,000	$220,000
- Education Program	$10,000	$10,000	$10,000	$10,000	$10,000	$50,000
- Web site	$2,500	$500	$500	$500	$500	$4,500
Total	**$32,500**	**$60,500**	**$60,500**	**$60,500**	**$60,500**	**$274,500**
Linkages Development Program						
- Self-guided bike tours and materials	$0	$0	$7,500	$5,000	$5,000	$17,500
- Self-guided hiking tours and material	$10,000	$5,000	$5,000	$5,000	$5,000	$30,000
- Self-guided water tours and materials	$5,000	$1,000	$1,000	$1,000	$1,000	$9,000
- Self-guided auto and materials	$0	$5,000	$10,000	$5,000	$5,000	$25,000
- Visitor/Information Center	$25,000	$50,000	$50,000	$50,000	$50,000	$225,000
Total	**$40,000**	**$61,000**	**$73,500**	**$66,000**	**$66,000**	**$306,500**
Preservation & Stewardship Programs						
- Recognition Program	$2,500	$2,500	$2,500	$2,500	$2,500	$12,500
- Conservation Easements Purchase	$50,000	$100,000	$200,000	$250,000	$250,000	$850,000
- Incentive Programs	$5,000	$25,000	$25,000	$25,000	$25,000	$105,000
- Restoration/Rehabilitation Program	$100,000	$250,000	$250,000	$250,000	$250,000	$1,100,000
- Education Programs	$5,000	$5,000	$5,000	$5,000	$5,000	$25,000
Total	**$162,500**	**$382,500**	**$482,500**	**$532,500**	**$532,500**	**$2,092,500**
Community & Economic Development						
- Financial/Technical Assistance	$50,000	$50,000	$50,000	$50,000	$50,000	$250,000
- Coordinated Sign Program	$10,000	$10,000	$15,000	$10,000	$10,000	$55,000
- Demonstration Program	$50,000	$50,000	$50,000	$50,000	$50,000	$250,000
- Low Interest Loan Program	$50,000	$50,000	$50,000	$50,000	$50,000	$250,000
- Planning Assistance Program	$250,000	$250,000	$150,000	$150,000	$150,000	$950,000
Total	**$410,000**	**$410,000**	**$315,000**	**$310,000**	**$310,000**	**$1,755,000**
Marketing & Outreach						
- Regional Marketing Plan	$50,000	$75,000	$75,000	$50,000	$50,000	$300,000
- Special Events & Package Tour Program	$10,000	$15,000	$15,000	$15,000	$15,000	$70,000
- Web Page	$2,500	$500	$500	$500	$500	$4,500
Total	**$62,500**	**$90,500**	**$90,500**	**$65,500**	**$65,500**	**$374,500**
TOTAL (Program Activities)	**$707,500**	**$1,004,500**	**$1,022,000**	**$1,034,500**	**$1,034,500**	**$4,803,000**

FUNDING SOURCES	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	5 Yr Total
State & Federal Sources						
MHAA Grant	$353,750	$502,250	$511,000	$517,250	$517,250	$2,401,500
Other State and Federal Grants	$318,750	$329,745	$279,326	$158,714	$42,200	$1,128,734
Total State & Federal	**$672,500**	**$831,995**	**$790,326**	**$675,964**	**$559,450**	**$3,530,234**
Local Sources						
Foundations	$25,000	$26,419	$78,596	$134,008	$173,558	$437,582
Fund Raising	$5,000	$8,000	$15,000	$20,000	$25,000	$73,000
Contributions	$5,000	$8,000	$20,000	$30,000	$40,000	$103,000
Fees and Merchandising	$0	$130,086	$118,078	$174,528	$236,492	$659,184
Total Local	**$35,000**	**$172,505**	**$231,674**	**$358,536**	**$475,050**	**$1,272,766**
TOTAL	**$707,500**	**$1,004,500**	**$1,022,000**	**$1,034,500**	**$1,034,500**	**$4,803,000**

Table I-5
Summary of Projected Funding Sources for Staffing, Operations and Program Activities
LSHG Management Plan - Five-Year Program

ITEM	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	5 Yr Total
State & Federal						
- Staffing and Operations Program	$135,000	$172,000	$162,000	$0	$0	$469,000
- Program Activities	$672,500	$831,995	$790,326	$675,964	$559,450	$3,530,234
Total	**$807,500**	**$1,003,995**	**$952,326**	**$675,964**	**$559,450**	**$3,999,234**
Membership						
- Staffing and Operations Program	$2,957	$3,854	$3,848	$9,908	$11,891	$32,458
- Program Activities	$0	$0	$0	$0	$0	$0
Total	**$2,957**	**$3,854**	**$3,848**	**$9,908**	**$11,891**	**$32,458**
Corporate Sponsors						
- Staffing and Operations Program	$9,444	$24,706	$27,323	$72,211	$99,781	$233,465
- Program Activities	$0	$0	$0	$0	$0	$0
Total	**$9,444**	**$24,706**	**$27,323**	**$72,211**	**$99,781**	**$233,465**
Counties						
- Staffing and Operations Program	$2,275	$4,941	$20,554	$44,111	$44,110	$115,991
- Program Activities	$0	$0	$0	$0	$0	$0
Total	**$2,275**	**$4,941**	**$20,554**	**$44,111**	**$44,110**	**$115,991**
Municipalities						
- Staffing and Operations Program	$0	$4,447	$3,885	$8,754	$9,191	$26,277
- Program Activities	$0	$0	$0	$0	$0	$0
Total	**$0**	**$4,447**	**$3,885**	**$8,754**	**$9,191**	**$26,277**
Foundations						
- Staffing and Operations Program	$9,098	$11,980	$10,880	$35,289	$44,110	$111,357
- Program Activities	$25,000	$26,419	$78,596	$134,008	$173,558	$437,582
Total	**$34,098**	**$38,400**	**$89,476**	**$169,297**	**$217,668**	**$548,939**
Fund Raising						
- Staffing and Operations Program	$3,639	$4,941	$4,933	$15,880	$17,644	$47,037
- Program Activities	$5,000	$8,000	$15,000	$20,000	$25,000	$73,000
Total	**$8,639**	**$12,941**	**$19,933**	**$35,880**	**$42,644**	**$120,037**
Fees & Merchandise						
- Staffing and Operations Program	$10,642	$15,685	$38,703	$88,327	$57,889	$211,245
- Program Activities	$0	$130,086	$118,078	$174,528	$236,492	$659,184
Total	**$10,642**	**$145,770**	**$156,781**	**$262,855**	**$294,381**	**$870,429**
Contributions						
- Staffing and Operations Program	$2,275	$4,941	$6,166	$17,644	$22,055	$53,081
- Program Activities	$5,000	$8,000	$20,000	$30,000	$40,000	$103,000
Total	**$7,275**	**$12,941**	**$26,166**	**$47,644**	**$62,055**	**$156,081**
Total - Staffing & Operations	**$175,330**	**$247,495**	**$278,292**	**$292,124**	**$306,671**	**$1,299,912**
Total - Program Activities	**$707,500**	**$1,004,500**	**$1,022,000**	**$1,034,500**	**$1,034,500**	**$4,803,000**
TOTAL (Staffing/Operations & Program Activities)	**$882,830**	**$1,251,995**	**$1,300,292**	**$1,326,624**	**$1,341,171**	**$6,102,912**

PART III: RETURN ON INVESTMENT - ECONOMIC PERFORMANCE ANALYSIS

The following provides details of the evaluation of the economic performance.

Assumptions

1. In 1997, the LSHG attracted some 400,000 visitors (both special events and museums/heritage attractions). This level of visitation occurred with no promotion of the LSHG as a regional attraction. In order of importance, the largest attractions were Susquehanna State Park (193,483), LSHG Special Events (109,900), the Havre de Grace Decoy Museum (40,000), and the Conowingo Recreation Area and Dam (33,000), and all other museums (85,500). The total climbs to nearly 520,000 people with the addition of the U.S. Army Ordinance Museum (149,000) and the Ripken Museum 15,000), located just outside of the LSHG boundary.

2. Of the total visitors, it is estimated that approximately one quarter (117,096) visited museums and other interpretive attractions. This represents a base for estimating the potential revenues that may be derived from passport ticket sales, sales of merchandise, and food and beverage sales.

3. The profile of these visitors is as follows: 62% arrive as individuals by car or train and 38% come as part of a tour by bus or other means.

4. In terms of tourism projections, Discover Harford County data on visitors obtained from surveys and other sources (as well as the Maryland Office of Tourism Development data and multipliers for the Central Region), are the most accurate representation of what can be expected in the LSHG.

   ***Note: Maryland tourist data on Cecil County is reported in the Eastern Shore region. This data is severely skewed due to the dominant effect of travel to seashore points on the Eastern Shore. Additionally, although Cecil County was able to provide some local tourism data, this data was not as complete as data provided by Harford County.**

5. According to Discover Harford County data, the average visitor length of stay in Harford County is one (1) day and one (1) night. The average daily visitor expenditure by the individual visitor is $49.00 per day. This does not include meals. The average daily visitor expenditure by members of a tour is $75.00 per day. The average daily expenditure for food and beverage by visitors is $50.00 per day.

6. A rudimentary advertising and promotion program for the LSHG will result in a minimum 5% increase in visitations in year one.

   ***Note: The LSHG market for one day visitors who are defined as people residing within 125 miles of the Heritage Area is approximately 22.3 million people or 8.2 million households. The market for overnight visitors who are defined as people residing within 300 miles of the LSHG is approximately 65.7 million people or 24.5 million households (Source: 1990 Census, RJA). Based on these numbers the attractions in the LSHG are capturing about 0.61% of the population within a 300 mile radius. A 5% increase would raise this capture rate to 0.64%.**

7. The results of a more effective and targeted marketing and promotion program in subsequent years, along with completion of the "core" greenway trail system in year 3, the addition of new interpretative facilities such as Principio Furnace, and improvements to existing interpretative venues will result in visitation increases of 5% in year 2, 8% in year 3, and 10% in years four and five. According to Table I-6, projected new visitors to the LSHG (growth objectives) are: 23,419

people in year 1; 24,590 people in year 2; 41,311 people in year 3; 55,770 people in year 4; and 61,347 people in year 5. Visitations to museums and other interpretive facilities anticipated to be part of a passport ticketing system will grow proportionate to the overall growth in visitations

***Note: Discover Harford County and the Maryland Office of Tourism Development are instituting the development of "nature tourism" programs throughout Maryland. The Maryland Office of Tourism Development budget will be used for outdoor focus and nature tourism. The Maryland's nature tourism initiatives will facilitate marketing/funding for activities in the LSHG and also should boost visits to the region.**

Income

On the income side, the economic performance analysis looks at the direct and indirect impacts of visitor spending in the region. The analysis also considers additional potential income to the LSHG and its partner museums and interpretive facilities based on the sales of passport ticket packages and merchandise sales at interpretive facilities and special events. Finally, the analysis includes an evaluation of other economic benefits including private investment, job creation, building restoration or rehabilitation and expanded business activity related to the implementation of the Management Plan strategies.

Expenditures

On the cost side, the return on investment analysis considers the Maryland Heritage Areas Authority (MHAA) investment in the region versus the direct spending and the indirect economic impacts. The MHAA is being requested to provide approximately $16.6 million in funding for staffing and operations, program activities, and capital projects.

Analysis Process

The steps in the analysis are as follows:

1. Calculate the number of new visitor days expected (if an average visitor spends 1 day and 1 night in the region this is calculated as 1.5 visitor days as it is likely that the visitor will make additional expenditures on the day they depart, such as breakfast, lunch, and fuel).

2. Multiply the daily expenditure of visitors times the number of new visitor days (see Table I-6).

3. Apply a multiplier to estimate the total economic impact.

   ***Note: Regional economic output multipliers used in this equation were derived from the "The Economic Impact of Tourism in Maryland: A Multi-Regional Analysis," prepared in 1987 by Massoud Ahmadi, principle investigator for the Maryland Department of Economic and Community Development. According to this report, "the output multipliers measure the total gross sales of produced in each region of Maryland's eight regions (including direct, indirect and induced sales) resulting from a dollar's worth of tourist expenditure on a bundle of goods and services in a given region. The indirect sales are produced by the supporting industries in all regions that supply inputs required in the production process of the same bundle of goods and services. Finally, induced sales are produced in each region as a result of the increased demand created by the employees and owners of the industries and their supporting sectors spending their income" (page 27 - 28). The Statewide multipliers are 100% of the regional multiplier plus the sum of multiplier it generates in other regions (page 33).**

4. Employment is calculated by using a factor of .0033 employees per new visitor. This factor was derived from the "The Economic Impact of Tourism in Maryland: A Multi-Regional Analysis."

5. Employee incomes was derived by multiplying the number of new employees times the average 1997 employee income ($8,938.00) reported by Discover Harford County.

6. The estimate of income tax benefits and return on investment to the counties is based on a piggy back tax rate provided by the Maryland Comptroller's Office.

Table I-6
Estimated Direct Visitor Expenditures
LSHG Management Plan - Five-Year Program

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	5 Yr Total
VISITORS						
New Visitors	23,419	24,590	41,311	55,770	61,347	206,438
Increase Factor	5%	5%	8%	10%	10%	
New Visitors Days	35,129	36,885	61,967	83,656	92,021	309,658
- Individual	21,780	22,869	38,420	51,866	57,053	191,988
- Tour	13,349	14,016	23,547	31,789	34,968	117,670
EXPENDITURES						
Average Daily Expenditures						
- Individual	$2,156,201	$2,264,011	$3,803,539	$5,134,777	$5,648,255	$19,006,784
- Tour	$1,668,614	$1,752,045	$2,943,436	$3,973,638	$4,371,002	$14,708,736
TOTAL (Expenditure)	**$3,824,816**	**$4,016,056**	**$6,746,975**	**$9,108,416**	**$10,019,257**	**$33,715,520**

The results of the analysis indicate that on a total investment of approximately $16.6 million, the MHAA can expect that during the course of the Five-Year Business Plan outlined in the Management Plan, estimated spending by new visitors will be in excess of $33 million (see Table I-6). According to Table I-7, the total economic impact (sales income) will be in excess of $80 million for the region and $95 million for the State. Added to this are direct and indirect employment impacts (1,050 new jobs in the region and 1,217 in the State over the five-year period), employee income ($9.39 million), State and local income taxes ($591,587). These economic impacts total over $187 million, indicating a substantial return on investment.

Table I-7
Estimated Impact of Visitor Expenditures
LSHG Management Plan - Five-Year Program

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	5 Yr Total
VISITORS						
New Visitors	23,419	24,590	41,311	55,770	61,347	206,438
Increase Factor	5%	5%	8%	10%	10%	
ECONOMIC IMPACT (SALES)						
- Region (2.385 Multiplier)	$9,122,185	$9,578,294	$16,091,535	$21,723,572	$23,895,929	$80,411,515
- State (2.828 Multiplier)	$10,816,578	$11,357,407	$19,080,444	$25,758,600	$28,334,460	$95,347,490
Total (Sales)	**$19,938,764**	**$20,935,702**	**$35,171,979**	**$47,482,172**	**$52,230,389**	**$175,759,005**
Employee Income	$1,065,267	$1,118,530	$1,879,131	$2,536,826	$2,790,509	$9,390,263
Income Tax						
- State (Ratio 0.038)	$40,480	$42,504	$71,407	$96,399	$106,039	$356,830
- Counties (Ratio 0.025)	$26,632	$27,963	$46,978	$63,421	$69,763	$234,757
Total (Income Taxes)	**$67,112**	**$70,467**	**$118,385**	**$159,820**	**$175,802**	**$591,587**
State Sales Tax	$191,241	$200,803	$337,349	$455,421	$500,963	$1,685,776
TOTAL (Economic Impact)	**$21,262,384**	**$22,325,502**	**$37,506,844**	**$50,634,239**	**$55,697,663**	**$187,426,631**
EMPLOYMENT						
Employment (Regional)	119	125	210	284	312	1,050
Employment (State)	138	145	243	329	362	1,217
TOTAL (Employment)	**257**	**270**	**454**	**612**	**674**	**2,267**

PART IV: ALTERNATIVE ECONOMIC PERFORMANCE ANALYSIS

An alternative analysis was conducted to test results using the State's model and employment estimates based on the Discover Harford County data. This alternative analysis substitutes a more inclusive "local taxes" versus the County income surtax (piggyback tax) used in the first analysis. The source for the data was the "Maryland Office of Tourism Develop's, Impact of Travel in Maryland." Multipliers were derived from a four year average (1994 - 1997) for Cecil and Harford Counties. This information is summarized in Table I-8.

The results of the alternative analysis summarized in Table I-9 are similar to those of the original approach. Overall the total impact (expressed in monetary terms) was within 0.78% of the results of the original analysis. Employment levels were nearly the same.

Table I-8
Alternative Analysis Ratios
LSHG Management Plan - Five-Year Program

	1994	1995	1996	1997	
Visitors*					
- Cecil	not available	not available	not available	285,000	
- Harford	not available	not available	not available	271,000	
Expenditures*					
- Cecil	82,140,000	91,970,000	98,400,000	103,520,000	
- Harford	88,700,000	98,040,000	103,260,000	115,510,000	
Payroll*					
- Cecil	18,860,000	20,680,000	22,130,000	2,330,000	
- Harford	23,330,000	25,850,000	27,100,000	30,530,000	
Employment*					
- Cecil	1,070	1,112	1,150	1,230	
- Harford	1,460	1,600	1,570	1,750	
Sale Tax*					
- Cecil	2,930,000	3,420,000	3,770,000	4,550,000	
- Harford	4,440,000	5,020,000	5,250,000	6,450,000	
Local Tax*					
- Cecil	3,100,000	3,240,000	3,410,000	3,610,000	
- Harford	2,040,000	2,220,000	2,350,000	2,640,000	
RATIOS					4 YR AVERAGE
Employees/Visitor					
- Cecil				0.00432	
- Harford				0.00646	
Employees/Expenditure					
- Cecil	0.00001	0.00001	0.00001	0.00001	0.00001
- Harford	0.00002	0.00002	0.00002	0.00002	0.00002
Local Tax/Expenditures					0.00002
- Cecil	0.03774	0.03523	0.03465	0.03487	0.03562
- Harford	0.02300	0.02264	0 02276	0 02286	0 02281
Sale Tax/Expenditure					0.02922
- Cecil	0.03567	0.03719	0.03831	0.04395	0.03878
- Harford	0.05006	0.05120	0.05084	0.05584	0.05199
Payroll/Expenditure					0.04538
- Cecil	0.22961	0.22486	0.22490	0 02251	0.17547
- Harford	0.26302	0.26367	0.26244	0.26431	0.26336

***Note: Figures truncated to fit table.**
Based on this alternative data the results of the analysis were similar (see Table I-9).

Table I-9
Estimated Impact of Visitor Expenditures: Summary of Alternatives Analysis Results
LSHG Management Plan - Five-Year Program

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	5 Yr Total
VISITORS						
New Visitors	23,419	24,590	41,311	55,770	61,347	206,438
Increase Factor	5%	5%	8%	10%	10%	
New Visitors Days	35,129	36,885	61,967	83,656	92,021	309,658
- Individual	21,780	22,869	38,420	51,866	57,053	191,988
- Tour	13,349	14,016	23,547	31,789	34,968	117,670
Average Daily Expenditures						
- Individual	$2,156,201	$2,264,011	$3,803,539	$5,134,777	$5,648,255	$19,006,784
- Tour	$1,668,614	$1,752,045	$2,943,436	$3,973,638	$4,371,002	$14,708,736
TOTAL (Expenditure)	**$3,824,816**	**$4,016,056**	**$6,746,975**	**$9,108,416**	**$10,019,257**	**$33,715,520**
ECONOMIC IMPACT						
Sales						
- Region (2.385 Multiplier)	$9,122,185	$9,578,294	$16,091,535	$21,723,572	$23,895,929	$80,411,515
- State (2.828 Multiplier)	$10,816,578	$11,357,407	$19,080,444	$25,758,600	$28,334,460	$95,347,490
Total (Sales)	**$19,938,764**	**$20,935,702**	**$35,171,979**	**$47,482,172**	**$52,230,389**	**$175,759,005**
Employee Income	$839,217	$881,178	$1,480,379	$1,998,511	$2,198,363	$7,397,648
Income Tax						
State Income Tax	$31,890	$33,485	$56,254	$75,943	$83,538	$281,111
Local Tax	$111,757	$117,345	$169,614	$266,139	$292,753	$957,608
Total Impact (Income Taxes)	**$143,648**	**$150,830**	**$225,868**	**$342,082**	**$376,291**	**$1,238,719**
State Sales Tax	$173,582	$182,261	$306,198	$413,368	$454,705	$1,530,114
TOTAL (Economic Impact)	**$21,095,210**	**$22,149,971**	**$37,184,424**	**$50,236,133**	**$55,259,747**	**$185,925,485**
EMPLOYMENT IMPACT						
Employment (Regional)	118	124	209	282	310	1,043
Employment (State)	137	144	242	326	359	1,208
TOTAL (Employment)	**255**	**268**	**451**	**608**	**669**	**2,251**

The evaluation of economic potential also includes potential income sources for the LSHGI that can be used to underwrite staffing and operational expenses, program activities, and insure that the LSHGI becomes a sustainable organization within five-year program cycle. This analysis was based on the following assumptions:

1. The LSHGI will develop a passport ticketing system in cooperation with the interpretive facilities in which revenues derived would be shared at the rate of 80% for the museums and other facilities and 20% for the LSHGI

***Note: Many of the existing museum do not charge any admission fee. New revenues from ticket sales should be appealing to these organizations. Other museums such as the Decoy Museum ($4) and the Ripken Museum ($4), which currently charge, may have to be guaranteed no loss of revenues. Museums and other interpretive facilities will derive benefits, namely increased visitations as a result of the marketing and promotion efforts of the LSHG.**

As a result of early efforts by the LSHGI to assist existing and new interpretive venues to develop and enhance their offerings and to complete the "core" greenway trail system in year 3, visitors will perceive the value of paying $4.50 for a passport ticket in years 1 and 2, $6.00 per passport ticket in year 3, and $7.50 for a passport ticket in years 4 and 5.

***Note: Estimated passport ticket prices are an average based on the assumption that a variety of ticket and price options will be available, such as seniors and school age children, which may be discounted. Passport tickets also may include**

bridge discounts work out with the Toll Authority and discounted fares on the water shuttle.

2. Partner facilities will permit and promote the sale of LSHG merchandise at each establishment from which they will receive 20% of the net revenues. Gross profit on merchandise will be 20%.

3. Current average visits to museums and other interpretive facilities is 117,096 people annually. Growth in these visits will parallel that of the region, for example: 5% in year 1; 5% in year 2; 8% in year 3; and 10% in years 4 and 5.

4. The average per person sales receipt will be $2.50.

***Note: About the cost of refrigerator magnet in the shape of the LSHG logo.**

5. The analysis does not include other sales, such as sales of LSHG merchandise at special events (109,900 attendees in 1997) and material for self-guided hiking and biking tours.

   The proceeds from ticket and merchandise sales have the potential for significant benefit to the interpretive facilities ($3.172 million in five years) and the LSHGI ($870,429 in five years) (See Table 10).

Table I-10
Estimated Revenues from Passport Ticket Merchandise Sales
LSHG Management Plan - Five-Year Program

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	5 Yr Total
Base Visitors	122,951	129,098	139,426	153,369	168,705	713,548
Increase Factor	5%	5%	8%	10%	10%	
Passport Sales ($4.50 per)*	$55,328	$580,941	$836,555	$1,150,264	$1,265,290	$3,888,378
- To Partners (80%)	$44,262	$464,753	$669,244	$920,211	$1,012,232	$3,110,703
- To LSHGI (20%)	$11,066	$92,951	$133,849	$184,042	$202,446	$624,354
Merchandise Sales						
- Gross	$61,475	$322,745	$348,565	$383,421	$421,763	$1,537,969.83
- Net	$12,295	$64,549	$69,713	$76,684	$84,353	$307,593.97
- To Partners (20%)	$2,459	$12,910	$13,943	$15,337	$16,871	$61,519
- To LSHGI (80%)	$9,836	$51,639	$55,770	$61,347	$67,482	$246,075
TOTAL (Impact)	**$116,803**	**$903,686**	**$1,185,120**	**$1,533,685**	**$1,687,054**	**$5,426,348**
Fees and profits to LSHG	**$20,902**	**$144,590**	**$189,619**	**$245,390**	**$269,929**	**$870,429**
Fees and profits to partners	**$46,721**	**$477,663**	**$683,187**	**$935,548**	**$1,029,103**	**$3,172,221**

*** Note: Assumes that all museums will not participate in Year 1 and merchandise sales will only reach 10% of potential.**

APPENDIX J - FUNDING OPPORTUNITIES

Context

Many opportunities exist for the Lower Susquehanna Heritage Greenway (LSHG) to acquire funding. Opportunities exist on the federal, state, local, and private levels. This section is designed to provide a listing of helpful funding sources available to the Lower Susquehanna Heritage Greenway Inc., (LSHGI - the management entity responsible for the heritage area). These funding initiatives are designed to assist the LSHGI in seeking future support for its operations.

PART I: FEDERALLY FUNDED PROGRAMS

At present, a federal funding structure exists for historic preservation initiatives and associated endeavors. As an important step to acquiring additional federal support, the LSHG should pursue "National Heritage Recognition" through a partnership with the Lower Susquehanna Heritage Area (LSHA) in Pennsylvania. This will make federal funding more readily available for Heritage Greenway use, thus allowing it to become a sustained entity. At present, many federal agency funding programs are compatible with the Lower Susquehanna Heritage Greenway's mission. These funding opportunities will require further exploration, research, and management. The programs below supply a brief description of funding opportunities related to historic preservation initiatives:

Secretary of the Interior's Standards for Rehabilitation

The "United States Secretary of the Interior" has developed federal standards for the restoration and rehabilitation of historic structures. Serving as a guiding federal policy, these standards act as a national evaluation criteria for the structural restoration of historic properties. In order to acquire financial assistance from federal programs and/or Maryland programs, these standards must be followed during historic structure restoration and rehabilitation:

- Properties with historic attributes are to be used for historic purposes or, if a new use is designated, the defining characteristics of the building, site, and environment must be maintained.

- The historic character of a property must be retained and preserved, avoiding any alterations of physical features and appearance.

- Properties are recognized by the federal government as testaments to their historic time, place, and use. Any structural or other changes to these elements relays a sense of false historical development, which is not permitted under these guidelines.

- Historic changes that have occurred over the years, such as architectural, structural, or other, carry significance in their own right and must be retained and preserved.

- Examples of distinctive craftsmanship, such as historic construction techniques, add character to a property and must be retained.

- Historic features that have deteriorated over time must be repaired not replaced. Any new features constructed (due to the severity of deterioration) must match existing features, where possible. The replacement of any missing features must be documented by physical and pictorial evidence of replacement.

- Damage causing physical or chemical treatments cannot be used when restoring an historic structure.

- Significant archeological resources discovered on historic properties must be protected and preserved. Archeological resources that are disturbed during rehabilitation must be mitigated.

- Any new construction or alterations to a property cannot destroy existing historic materials. Any new work must be compatible with the massing, size, scale, and architectural features of the historic property. This will protect the integrity of the property and its environment.

- New additions or other related construction projects undertaken on a property, in a manner that if removed in the future, must not impair the integrity of the historic property and its environment.

Federal Rehabilitation Tax Credits

Federal tax credits are income tax credits, which are useful in the restoration of historic properties and help mitigate costs. Some sites and structures have been restored and then converted for profitable uses, such as senior housing, bed & breakfasts, and antique stores. New functional uses supply economic incentives for restoration, while helping to maintain the historic integrity of a site or structure.

The *Federal Rehabilitation Tax Credits* enable property owners of "income-producing certified historic structures" to acquire financial assistance. Structures must be certified on the *National Register of Historic Places* or marked as contributing within a designated historic district to be considered as a "certified historic structure." Criteria and benefits include:

- Certified rehabilitation must follow the *Secretary of the Interior's Standards for Rehabilitation*.
- Credit amounts cover 20% of associated restoration/rehabilitation costs.
- Applications are available through the Maryland Historical Trust (MHT).

National Trust for Historic Preservation

The National Trust administers various loan and grant programs such as the *National Preservation Loan Fund* and the *Preservation Services Fund*. The former provides below-market rate loans to non-profit organizations and government agencies for acquisition and rehabilitation of historic properties (or the creation or expansion of revolving loan funds). The *Preservation Services Fund* provides matching grants to non-profit organizations, universities, and various public agencies for the initiation of preservation projects. These funds can be used in acquiring professional architectural service support, law and planning, economics, and educational programs, addressing subjects of importance in the world of historic preservation. In addition, the *Johanna Favrot Fund* is also administered by the National Trust, offering grants ranging from $2,000-$25,000 to non-profit organizations, government agencies, profit generating businesses, and individual projects that may contribute to preservation initiatives. These funds may be used to acquire professional expertise in various areas, such as architecture, planning, archeology, media relations, and preservation education programs.

Specific Federal Programs

This is a list of specific federal programs applicable to LSHG activities. These programs supply funding and technical assistance to support LSHG objectives. Opportunities offered by these programs will need to be researched and analyzed for compatibility with LSHG initiatives. These programs include:

- **Historic Preservation Fund Grants-In-Aid:** administered by the National Park Service, Department of the Interior.
- **Technical Preservation Services:** administered by the National Park Service, Department of the Interior.
- **National Center for Preservation Technology and Training:** administered by the National Park Service, Department of the Interior.
- **National Historic Landmark:** administered by the National Park Service, Department of the Interior.
- **National Natural Landmarks Program:** administered by the National Park Service, Department of the Interior.
- **Rivers, Trails, and Conservation Assistance:** administered by the National Park Service, Department of the Interior.
- **National Maritime Heritage Grants:** administered by the National Park Service, Department of the Interior.
- **Federal Transit Formula Grants:** administered by the Federal Transit Administration, Department of Transportation.
- **Promotion of the Humanities Federal/State Partnership:** National Endowment for the Humanities, the National Foundation of the Arts and Humanities.
- **Promotion of the Arts Leadership Initiatives:** National Endowment for the Humanities, the National Foundation of the Arts and Humanities.

- **Promotion of the Arts Grants to Organizations and Individuals:** National Endowment for the Humanities, the National Foundation of the Arts and Humanities.
- **Conservation Project Support:** administered by the Office of Museum Services, Institute of Museum Library Services, and the National Foundation of the Arts and Humanities.
- **Institute of Museum and Library Services:** administered by the Office of Museum Services, Institute of Museum Library Services, and the National Foundation of the Arts and Humanities.
- **Museum Assessment Program:** administered by the Office of Museum Services, Institute of Museum Library Services, and the National Foundation of the Arts and Humanities.
- **Museum Leadership Initiatives:** administered by the Office of Museum Services, Institute of Museum Library Services, and the National Foundation of the Arts and Humanities.
- **Professional Services Program:** administered by the Office of Museum Services, Institute of Museum Library Services, and the National Foundation of the Arts and Humanities.

Other Federal Funding Sources

This is a list of Federal agencies, where funding can be acquired to support LSHG technical assistance efforts, projects, and programs. Funding opportunities offered by these agencies will need to be researched and analyzed for compatibility with LSHG initiatives. These agencies include:

- The National Park Service;
- The United States Army Corps of Engineers;
- The Environmental Protection Agency; and
- The U.S. Fish and Wildlife Service.

PART II: STATE FUNDED PROGRAMS

The state of Maryland offers various programs designed to provide funding for LSHG initiatives, as well as funding assistance for the physical rehabilitation and preservation of historic sites and structures. Most of these programs are administered by the Maryland Historic Trust (MHT) but State agency funding and technical assistance partnerships as a whole will be critical for the Lower Susquehanna Heritage Greenway in the initial stages of development. Some state programs that directly benefit the Lower Susquehanna Heritage Greenway include the following programs.

Maryland Rehabilitation Tax Credits

The *Maryland Heritage and Tourism Areas Act of 1996* (*House Bill 1*) created a new income tax credit program providing incentives for the rehabilitation of historic buildings in "Certified Heritage Areas." Tax credits can be obtained for designated historic districts and/or individually

registered historic properties. Credits are available for owner-occupied residential properties as well as those that are income-producing.

As an option, the *Maryland Rehabilitation Tax Credit* also enables owners to use the credit as a "mortgage credit certificate," whereby the credit can be transferred to his or her mortgage lending institution and reduce the principal balance or interest rate on a loan used in restoring an historic property. The present program replaced the *Maryland Rehabilitation Tax Subtraction*.

Program criteria and benefits are as follows:

- Rehabilitation must conform to the *Secretary of the Interior's Standards for Rehabilitation*.
- Rehabilitation expenditures must be substantial (exceeding $5,000 in a 24 month period).
- Maryland income tax credits cover 25% of the qualified capital costs in the restoration and rehabilitation of qualified historic properties.

Maryland Historical Trust (MHT) Grant Fund

The *MHT Grant Fund* has three programs: the *Capital Historic Preservation Grant Program*; the *Non-Capital Historic Preservation Program*; and the *Historical and Cultural Museum Assistance Grant Program*. These grant funds are annually appropriated by the State of Maryland. Grants to fund capital projects include acquisition, restoration, and re-use of historic properties. Non-profits, local jurisdictions, businesses and individuals may apply for grant funds but only non-profits and local jurisdictions are eligible for non-capital grants. A 50/50 matching is required from local jurisdictions. The maximum grant awarded is $50,000 for activities ranging from research and survey work to the development of educational programs and planning. In order to receive assistance, MHT Capital Grants require conveyance of a perpetual historic preservation easement.

Historic Preservation Revolving Loan Fund

This MHT fund provides loans to non-profit organizations, local jurisdictions, businesses and individuals. Historic properties listed or eligible for listing on the National Register may acquire funds for rehabilitation or restoration. Funds may also be used to initiate short-term studies, surveys, planning, architectural engineering, or other pre-construction evaluations. Low interest loan amounts average from $100,000-$300,000, however, recognized receivers must grant a perpetual historic easement to the MHT.

Preservation Maryland Grant and Loan Programs

Jointly administered by Preservation Maryland and the MHT is the *PM/MHT Special Grant Fund*. This fund supplies up to $5,000 to entities demonstrating special needs not met by other programs, usually priority designated areas. In 1997, heritage tourism development initiatives were chosen under this priority status rating. Preservation Maryland provides grant funds up to

$5,000 and low-interest loans up to $50,000 to non-profit organizations involved in preservation activities.

Maryland's Main Street Program

Maryland's Main Street Program is a downtown revitalization strategy compatible with "Smart Growth" and heritage preservation initiatives. In partnership with the *National Trust for Historic Preservation's National Main Street Center*, the program's goal is to strengthen the economic potential of traditional communities while maintaining overall character. Main Street Maryland assists communities to improve their economy, overall appearance, and downtown image as a traditional center for business activity. According to State statistics, "over seven billion dollars" has been reinvested in participating communities since the program's inception resulting in a gain of "33,000 new businesses" and "115,000 new jobs." MOP can assist any community interested in the *Main Street Maryland Program*.

Heritage Museum Development Grants, Heritage Museum Mini Grants, and Heritage Museum Consultant Grants

Heritage Museum Development Grants, *Heritage Museum Mini Grants*, and *Heritage Museum Consultant Grants* are administered through the *Historical and Cultural Museum Assistance Program* for heritage preservation initiatives. These include:

- Heritage Museum Grants ranging from $5,000-$40,000, used to bolster museums as tourist destinations;
- Heritage Museum Mini Grants ranging from $500-$5,000; and
- Heritage Museum Consultant Grants providing up to $525 for technical assistance.

As we move into the 21st Century, historic resources are being considered heritage resources by state and federal sources, such as scenic views, undisturbed natural corridors, rural countryside, cultural landscapes, and local social and economic factors. Heritage museum grants allow a forum for historic interpretation and contribute greatly to the growing "heritage tourism" movement.

The Maryland Historical Trust (MHT) Historic Preservation Easement Program

The *MHT Historic Preservation Easement Program* is designed to ensure the perpetual preservation of historically significant properties through easements. In exchange for assistance (tax benefits are available for easement donations), property owners grant the State a perpetual easement for an historic property.

Environmental Review of State and Federally Assisted Undertakings

The purpose of this program is to undertake an environmental review of all state/federal projects (in conjunction with the assisting agency) in order to avoid contrary effects to historically

significant properties. Eligible applicants include county governments, municipalities, individual property owners, and profit/non-profit organizations.

Technical Assistance Services

The State of Maryland provides many technical assistance programs. These programs are designed to assist communities and other organizations in the following areas: community planning, community transportation and environmental planning, historic preservation, and land-use planning. In addition, many services are also provided such as computer modeling, topographic/planimetric and property mapping, planning management, as well as socio-economic data and forecasting. Specific technical assistance programs can be explored through the Maryland Office of Planning (MOP).

The Heritage Preservation and Tourism Areas Grants

The Heritage Preservation and Tourism Areas Program is administered under the Maryland Heritage Areas Authority (MHAA, a subsidiary of the MHT). The program was designed to develop an approach to revitalization through the combination of heritage tourism and small business development with preservation, cultural conservation, and education initiatives. The Program is a strategic effort to enhance economic activity through history. Financial assistance is provided to Recognized (RHA) and Certified (CHA) Heritage Areas. Once recognized by the MHAA as an RHA, matching grants are provided for the development of a management plan. Once an RHA has become a CHA (only two RHA's can reach "Certified Status" per year), many benefits follow. Among these are the following:

- Priority status in state programs, where all state agencies must cooperate and coordinate with the CHA management entity.
- "Bonus Points" for state funded projects and programs, such as Rural Legacy Projects.
- Tax credits, which are applicable to residential and commercial buildings and can be used as an income tax or mortgage credit.
- Grants and loans from the state with matching grants of up to 50% of project costs.
- Revenue bond financing, which includes low-interest loans for revenue generating projects, funding for demonstrated CHA needs, and potential source funding for "big ticket" projects.

Other State Funding Sources

This is a list of other state agencies, where funding can be acquired to support LSHG technical assistance efforts, projects, and programs. Many agencies maintain programs that can assist the LSHG fulfil its mission. Funding opportunities offered by these agencies will need to be researched and analyzed for compatibility with LSHG initiatives. Agencies include:

- Maryland Department of Housing and Community Development;
- Maryland Department of Transportation (TEA-21);

- Maryland Department of Natural Resources;
- Maryland Department of Natural Resources - Program Open Space;
- Maryland Department of Employment and Economic Development;
- Maryland Historical Trust;
- Maryland Office of Planning;
- Maryland Neighborhood Business Development Program; and
- Maryland Tourism.

PART III: LOCALLY FUNDED PROGRAMS

Much like the State of Maryland, local County and Municipal support will be critical for the initial success of the LSHG as well. Continuing County and Municipal support will be required for sustaining the LSHG organization. Financial assistance can be sought at the local level or through organizations dedicated to similar purposes. The following are two examples of local sources of funding, however many more programs exist and will require further exploration and research:

Certified Local Government Program

The "Certified Local Government (CLG) Program" is a federal, state, and local preservation partnership. Although CLG status is not required to receive state and federal assistance for historic preservation, benefits of the CLG Program include formal participation in the National Register nomination process, annual performance evaluations, and priority technical assistance. The CLG Subgrant Program is available to local governments on a 60/40 matching basis, requiring the applicant to cover only 40% of the total project cost. Funding for the 1998 grant round totaled $71,189. CLG funds may be used for a wide variety of projects such as historic site research and survey work, National Register nomination development, community planning, public education and archeology.

In order to become a CLG, state and local legislation for the designation and preservation of historic properties must be enforced. In cooperation with the Maryland Historical Trust (MHT), a local government involved in the CLG Program must maintain a data system for the inventory of local historic properties. A local government involved in the CLG Program also must provide for public participation in historic preservation activities, as well as agreed upon functions delegated by the State Preservation Officer. At present fifteen (15) local governments have become Certified Local Governments, including Annapolis, Baltimore City, Bel Air, Chestertown, Cumberland, Frederick, Hagerstown, Rockville, Baltimore County, Calvert County, Montgomery County, Prince George's County, Talbot County, Washington County, and Wicomico County. CLG communities with certified local historic preservation programs may make recommendations to the State Historic Preservation Officer on the eligibility of properties located within their community.

The National Center for Preservation Technology and Training

Located in Louisiana at Northwestern State University, the National Center for Preservation Technology provides support in the fields of archeology, historic architecture, historic landscapes, and material conservation and interpretation. Grant funds focus technical issues regarding preservation and conservation, which includes technical training. Federal laboratories, accredited museums, non-profit organizations, State historic preservation offices, and native tribal preservation offices are all eligible for these grants.

Private Foundations

A key element to the sustainability of the LSHG is private foundation funding. Private foundations supply added sources of revenue in addition to federal, state, and local support, helping the LSHG achieve its goals and objectives. Private income sources will mitigate LSHG reliance on federal, state, and local sources, allowing more flexibility in operations and a better chance of survival and success. As a goal, the LSHG should seek to build a network of foundation and corporate funders, which donate on an annual or pre-structured basis. In general, the LSHG will seek foundation funding based on two elements:

- **General Funding** - serving the day to day organizational, operational, and management aspects of the LSHG entity; and
- **Project Funding** - serving specific projects or other programs administered or assisted by the LSHG.

Currently, there are 47,000 active private foundations and corporate sponsorship programs operating in the United States. Many of these sources can be researched and accessed from various information nodes, such as the World Wide Web. One of the most difficult aspects of the grant-seeking process is selecting private foundations and corporations with similar interests, purposes, and agendas. To assist these efforts, there are several non-profit resource centers (such as the Foundation Center), which help organizations identify appropriate funding sources and develop target proposals to acquire funding. This will help the LSHG narrow their target spectrum and apply for assistance to only those foundations with similar purposes. It should be noted that most private foundations will support operating costs. For more information on private foundations and corporate funders contact: *The Foundation Center*; 1001 Connecticut Avenue and K Street; Suite #938; Washington, D.C. 20036; Telephone # (202) 331-1400; Fax # (202) 331-1739; Hours of Operation: Monday 10:00 a.m. to 7:00 p.m. and Tuesday through Friday 10:00 a.m. to 5:00 p.m.

APPENDIX K: FEDERAL & STATE REGISTRATION PROCESS

Context

In 1966, the United States Congress passed the *National Historic Preservation Act*, which authorized the United States Secretary of the Interior to maintain and expand a federal list of National Registered Historic Places through the National Park Service. One of the key elements within the legislation was the need for public and local government support and involvement in the nomination process, allowing localities to determine which structures and sites were important components of local, regional, and national history.

The *National Historic Preservation Act* established an Advisory Council on Historic Preservation, matching grants-in-aid to states, and matching grants-in-aid to the National Trust for Historic Preservation. The *National Preservation Act* also established the historic preservation fund, government appointed State Historic Preservation Officers or SHPO's (generally the director of a state government historic preservation agency such as the Maryland Historical Trust), and the development of regulations, standards, and guidelines for establishing and operating state and local government programs.

The Maryland Historical Trust (MHT) was created in 1961 to administer historic preservation programs in the State of Maryland. Since the inception of the *National Historic Preservation Act of 1966*, the MHT has been authorized by the federal government to receive and distribute grants and other funds for the following purposes:

- Conducting state-wide surveys and inventories of historic structures and sites;
- Restoration of historic structures and sites; and
- Preparation of historic preservation plans.

The MHT serves as the state government liaison to local governments, non-profit organizations, museums, and the public. Their primary role is assisting these entities perform the three functions outlined above. Many other Maryland state agencies also are involved in historic preservation initiatives, such as the Maryland Office of Planning (MOP) and the Maryland Department of Housing and Community Development (MDHCD).

PART I: NATIONAL REGISTER OF HISTORIC PLACES

Background

The *National Register of Historic Places*, administered by the National Park Service, is the federal government's official catalogue of objects, buildings, structures, sites, and districts that have significance in American history, architecture, archeology, engineering, and culture. Properties listed on the National Register show significance for the history of a community, state, or the nation. Operating as a federal program, the national register assists state and local governments, as well as local communities, municipalities, and individual property owners to

protect historic structures and sites. Having a property placed on the National Register of Historic Places enables owners to acquire financial benefits and technical assistance for restoration and rehabilitation projects.

A property must be nominated by a State Historic Preservation Officer (SHPO), Federal Preservation Officer (for properties owned or administered by the United States government), or Tribal Historic Preservation Officer (for properties on tribal reservations). However, private individuals and organizations often begin the process and document preparation that accompanies nomination. Communities with "certified local historic preservation programs," (programs developed and approved in conjunction with the State Historic Preservation Office) are called "Certified Local Governments (CLGs)." CLGs may make recommendations to the SHPO on the eligibility of properties located within their locality.

Nominations are reviewed at the state level by a professional review board. They also are reviewed at the Federal level by the National Register staff. These two bodies consider the merits of each property proposed for the National Register of Historic Places and make recommendations on each property's eligibility. Once a property is listed, the owner is not obligated to open it to the public or to restore or maintain it.

Applying for Designation

To assist property owners, the Department of the Interior has developed a "Starter Kit" that includes information on the registration process. Technical information published by the National Register is contained in the kit, including "Researching a Historic Property" (National Register Bulletin 39), "How to Apply the National Register Criteria for Evaluation" (National Register Bulletin 15), and "How to Complete the National Register Registration Form" (National Register Bulletin 16A). In addition, the "National Register of Historic Places Registration Form" and other information describing the process of listing a property are included.

The National Park Service recommends that a property owner begin the process of registration by contacting the SHPO (in Maryland, the Director of the Maryland Historical Trust). The SHPO and staff have extensive knowledge and expertise in state history, technical documentation procedures, and regulatory compliance. They can assist property owners in all stages of the registration process. The SHPO will review all documentation on the property, schedule the property for consideration by the State Review Board, and notify the property owner of the Board's findings. Based on the conclusions of the State Review Board, the SHPO will then make a final determination to nominate the property for National Register listing.

In general, to qualify for listing on the National Register, a property should be at least fifty years old and should possess historic significance in one of the following four recognized aspects of American history:

- association with historic events or activities,
- association with important persons,

- distinctive design or physical characteristics, or
- potential to provide important information about prehistory or history.

A property must possess integrity within its historic context, or in other words, through historic qualities which include location, design, setting, materials, and workmanship. It must be significant when evaluated in relationship to major trends of history.

The "National Register of Historic Places Registration Form (NPS 10-900)," available for the Maryland Historical Trust, is used to document properties for determination of National Register eligibility and to document historic properties for nomination to the National Register. An entry may be a single property, such as a house, or it may be several buildings, structures, sites and objects, such as those in a historic district.

An individual or organization may prepare the documentation for a property and complete the Registration Form, but nomination to the National Register must be submitted by a state's SHPO. Generally, documentation information is reviewed by the National Register's State Review Board and the National Register staff for determination of eligibility before submittal by the SHPO. If the property meets the criteria for evaluation, the SHPO then submits the Registration Form as a nomination to the Keeper of the National Register, along with a recommendation for listing.

National Register designation of a property does not restrict the rights of property owners to do anything they wish with their property, provided that no federal funding, permit, or license is involved. Owners of properties listed on the National Register may be eligible for financial assistance for historic preservation projects.

PART II: NATIONAL HISTORIC LANDMARK DESIGNATION

A property being nominated to the National Register may also be eligible for National Historic Landmark status. A National Historic Landmark is a district, site, building, structure, or object designated by the Secretary of the Interior as having national significance in American history, architecture, archeology, engineering and culture. Because of the larger context of significance, eligibility for National Landmark status is based on a more stringent set of criteria than required for National Register listing (criteria are listed in the *Code of Federal Regulations, Title 36, Part 65*).

Official federal recognition of a property's national significance comes with its designation as a National Historic Landmark by the Secretary of the Interior, as a National Monument by the President of the United States, or its establishment as a part of the National Park System by the U.S. Congress (National Register Bulletin 15).

PART III: MARYLAND REGISTER OF HISTORIC PROPERTIES

Background

The Maryland Register of Historic Properties was established in 1985 by the Maryland legislature. It is maintained by the Maryland Historical Trust as the states's list of districts, buildings, sites, and objects considered worthy of preservation for significance in American history and culture. As a state program, the Maryland Register of Historic Properties mirrors the National Register of Historic Places. In addition, the cataloguing system used by the Maryland Register corresponds to the system used by the National Register. Having a property placed on the Maryland Register of Historic Properties enables owners to acquire financial benefits and technical assistance for restoration and rehabilitation projects.

To be included on the Maryland Register, a property must be listed, or be eligible for listing, on the National Register of Historic Places. Government entities apply for Maryland Register designation, generally for one of the following regulatory needs:

- Certification of a locally designated historic district by the U.S. Secretary of the Interior for the purposes of the federal preservation tax incentive programs.
- Request for certification of historic status from federal and state agencies for the purposes of complying with state law.

Applying for Designation

To apply for listing on the Maryland Register, the applicant must submit the "National Register of Historic Places Registration Form (NPS 10-900)" to the Maryland Historical Trust, along with certification by the National Trust Review Board and National Register staff of the property's eligibility. The Director of the Maryland Historical Trust, who serves as the State's SHPO, reviews applications to the Maryland Register and determines a property's eligibility and possible inclusion on the Register. Properties listed on the Maryland Register are qualified to receive state regulatory protection, as well as funding through various grant and loan programs.

PART IV: MARYLAND INVENTORY OF HISTORIC PROPERTIES

The Maryland Inventory of Historic Properties serves as the state's archive of sites, districts, buildings, structures, and objects of "known or potential value to the prehistory, history, upland and underwater archeology, architecture, engineering, or culture of the State of Maryland" (Annotated Code of Maryland, Article 83B, Title 5, Subtitle 6, Section 5-615). The Maryland Inventory was created in 1961. Today, it is comprised of over 80,000 resources and is maintained by the Maryland Historical Trust's Division of Historical and Cultural Programs. It is used primarily for informational purposes. The inventory is helpful in alerting preservation organizations, federal, state, and local government agencies, and others when a property may have historic significance or value.

The inventory falls into two categories: standing structures, such as buildings, structures, objects, and districts and archeological sites. Like the National Register of Historic Places, properties must be at least fifty years old and should possess one or more of the described aspects for historic significance. The documentation and evaluation process for registration on the Maryland Inventory is less intensive than what is required for the National or Maryland Registers. As with the Maryland Register, all properties listed on the National Register are automatically included on the Maryland Inventory. Properties registered with the Maryland Inventory of Historic Properties do not qualify for financial or technical assistance nor are they subject to any regulatory restrictions or controls.

APPENDIX L - CONTRIBUTING PROPERTIES

The following is a list of candidate historic properties (properties listed on the Maryland Inventory of History Properties - MIHP) which may be considered eligible for "certification" for the Maryland Income Tax Credit.

Candidate Historic Properties that may be certified as eligible for the Maryland State Income Tax Credit - Port Deposit TIZ:

Port Deposit - Candidate Historic Properties						
MIHP_	MIHP_ID	CLASS	MIHP_NO	NAME	ADDRESS	TOWN
701	1067	CE-1291	CE-1291	Port Deposit Historic District		Port Deposit
704	970	CE-1467	CE-1467	Bridge, U.S. 222 over Rock Run	Main Street (MD 222)	Port Deposit
716	61	CE-1274	CE-1274	J. J. Abrahams House (Quarters CC)	Davis Road	Bainbridge
718	60	CE-1273	CE-1273	Quarters BB	Davis Road	Bainbridge
719	50	CE-1276	CE-1276	Heckart House II (Quarters H)	Hull Circle	Bainbridge
720	57	CE-1275	CE-1275	Heckart House I (Quarters G)	Hull Circle	Bainbridge
721	56	CE-1277	CE-1277	Base Commander's House (Quarters J)	Hull Circle	Bainbridge
723	40	CE-1285	CE-1285	Tome School for Boys Historic District		Bainbridge
724	59	CE-1270	CE-1270	Power Plant (Building 7)	Davis Road	Bainbridge
725	41	CE-1269	CE-1269	Masters' Cottages (Quarters L,B,C,D,E,&F)	Tome Road	Bainbridge
727	47	CE-1268	CE-1268	Monroe House (Building 6)	Ginnis Court	Bainbridge
728	58	CE-1271	CE-1271	Outbuildings (Buildings 15 & 16)	Davis Road & Lamb Lane	Bainbridge
731	46	CE-1265	CE-1265	Madison House (Building 5)	Sigsbee Road	Bainbridge
732	42	CE-1267	CE-1267	Harrison House (Building 4)	Skinner Road	Bainbridge
734	43	CE-1266	CE-1266	Jackson House (Building 3)	Skinner Road	Bainbridge
735	45	CE-1262	CE-1262	Tome Memorial Hally (Building 1)	Sigsbee Road	Bainbridge
739	44	CE-1263	CE-1263	Van Buren House (The Inn, Building 2)	Tome Road	Bainbridge
743	48	CE-1264	CE-1264	Director's Residencey (Quarters A)	Hampton Circle	Bainbridge

Candidate Historic Properties that may be certified as eligible for the Maryland State Income Tax Credit - Havre de Grace TIZ

Havre de Grace - Candidate Historic Properties

MIHP_	MIHP_ID	MIHP_NO	CLASS	NAME	ADDRESS	TOWN
		HA-836				
		HA-836				
		HA-836				
		HA-836				
		HA-836				
		HA-836				
		HA-836				
		HA-836				
		HA-836				
		HA-836				
		HA-836				
		HA-836				
		HA-798				
		HA-815				
		HA-832				
		HA-536				
		HA-1712	HA-1712	AMTRAK RR Bridge over Susquehanna River	Union Ave.(MD7)&OtsegoSt.	Havre de Grace
		HA-1631	HA-1631	Booth Log House (John Handy House)	Churchville Road (MD 22)	Churchville
		HA-1631	HA-1631	Booth Log House (John Handy House)	Churchville Road (MD 22)	Churchville
		HA-113				
		HA-112				
		HA-544				
		HA-251				
		HA-826				
		HA-1108	HA-1108	Cianelli House	Erie Street	Havre de Grace
		HA-1185	HA-1185	Hawkins House	Ontario Street	Havre de Grace
		HA-1184	HA-1184	Gibson Double House	Ontario Street	Havre de Grace
		HA-832				
		HA-1099	HA-1099	James Hopper House	Ontario Street	Havre de Grace
		HA-1182	HA-1182	Abbott's Ice House (Upper Chesapeake Bay Yacht Club)	Water Street	Havre de Grace
		HA-1185	HA-1185	Hawkins House	Ontario Street	Havre de Grace
		HA-1096	HA-1096	Kitzmiller Apartments	Otsego Street	Havre de Grace
		HA-835				
		HA-1175	HA-1175	Old St. Patrick's Rectory	North Stokes Street	Havre de Grace
		HA-790				
		HA-1104	HA-1104	Cameron-Currier Livery Stables	N.Stokes&Franklin Streets	Havre de Grace
		HA-1109	HA-1109	Presbyterian Church of Havre de Grace	Franklin Street	Havre de Grace

Havre de Grace - Candidate Historic Properties

MIHP_	MIHP_ID	MIHP_NO	CLASS	NAME	ADDRESS	TOWN
		HA-1166	HA-1166	Ruttledge House	North Union Avenue	Havre de Grace
		HA-1158	HA-1158	Mentzer Apartments	Franklin Street	Havre de Grace
		HA-797				
		HA-791				
		HA-1174	HA-1174	Joseph T. Hatem House & Store	North Stokes Street	Havre de Grace
		HA-1173	HA-1173	Jones House	North Stokes Street	Havre de Grace
		HA-1156	HA-1156	St. James A.M.E. Church	Green Street	Havre de Grace
		HA-1157	HA-1157	Hecht Hotel	Green Street	Havre de Grace
		HA-1154	HA-1154	Charshee House	Green Street	Havre de Grace
		HA-1097	HA-1097	Emory Chapel (Havre de Grace Methodist Church)	Stokes Street	Havre de Grace
		HA-789				
		HA-788				
		HA-792				
		HA-1181	HA-1181	Havre de Grace Banking and Trust Co.	St. John Street	Havre de Grace
		HA-1113	HA-1113	Old First National Bank Building	St. John Street	Havre de Grace
		HA-794				
		HA-795				
		HA-1123	HA-1123	Newmeyer Building	North Washington Street	Havre de Grace
		HA-547				
		HA-1128	HA-1128	H. Harrison Hopkins House	North Union Avenue	Havre de Grace
		HA-1167	HA-1167	James Fahey House	North Union Avenue	Havre de Grace
		HA-1180	HA-1180	Masonic Temple Building	North Washington Street	Havre de Grace
		HA-814				
		HA-820				
		HA-1102	HA-1102	Thompson House	North Stokes Street	Havre de Grace
		HA-1094	HA-1094	Pennington House	Pennington Avenue	Havre de Grace
		HA-1168	HA-1168	Weber House	North Union Avenue	Havre de Grace
		HA-816				
		HA-801				
		HA-1121	HA-1121	Aledas Dress Shop & The Seville Shop	North Washington Street	Havre de Grace
		HA-1179	HA-1179	Ada Asher Building	North Washington Street	Havre de Grace
		HA-1114	HA-1114	Bata Shoe Building	North Washington Street	Havre de Grace
		HA-796				
		HA-1164	HA-1164	Quirk House	Congress Avenue	Havre de Grace
		HA-1169	HA-1169	Correri House	South Union Avenue	Havre de Grace
		HA-1170	HA-1170	Sutor Apartments	South Union Avenue	Havre de Grace
		HA-1171	HA-1171	McCombs House	South Union Avenue	Havre de Grace
		HA-553				
		HA-1112	HA-1112	Vosbury House	South Union Avenue	Havre de Grace
		HA-1111	HA-1111	Carver House	South Union Avenue	Havre de Grace

Havre de Grace - Candidate Historic Properties

MIHP_	MIHP_ID	MIHP_NO	CLASS	NAME	ADDRESS	TOWN
		HA-1125	HA-1125	Havre de Grace United Methodist Church	S.Union & Congress Avenue	Havre de Grace
		HA-1095	HA-1095	Lawder-Willis House	Congress Avenue	Havre de Grace
		HA-542				
		HA-1129	HA-1129	Carver-Maslin House	South Washington Street	Havre de Grace
		HA-541				
		HA-540				
		HA-539				
		HA-807				
		HA-808				
		HA-818				
		HA-1130	HA-1130	Asher House	South Washington Street	Havre de Grace
		HA-1150	HA-1150	Williams House	Bourbon Street	Havre de Grace
		HA-817				
		HA-1131	HA-1131	Foard Double House	South Washington Street	Havre de Grace
		HA-1132	HA-1132	Robert Pennington House	South Washington Street	Havre de Grace
		HA-1144	HA-1144	Hewitt House	Fountain Street	Havre de Grace
		HA-1133	HA-1133	H. Smith House	South Washington Street	Havre de Grace
		HA-1134	HA-1134	Neville House	South Washington Street	Havre de Grace
		HA-810				
		HA-1172	HA-1172	Fuller-Mezei Apartments	South Union Avenue	Havre de Grace
		HA-1107	HA-1107	Vandiver Mansion	South Union Avenue	Havre de Grace
		HA-552				
		HA-1146	HA-1146	Whyte House	Fountain Street	Havre de Grace
		HA-1143	HA-1143	Burns Apartments	Fountain Street	Havre de Grace
		HA-1147	HA-1147	Malin House	South Stokes Street	Havre de Grace
		HA-1145	HA-1145	Wardell House	Bourbon Street	Havre de Grace
		HA-549				
		HA-440				
		HA-1135	HA-1135	Fadely House	South Washington Street	Havre de Grace
		HA-811				
		HA-545				
		HA-1136	HA-1136	S. Miller House	South Washington Street	Havre de Grace
		HA-812				
		HA-1137	HA-1137	Jones Double House	South Washington Street	Havre de Grace
		HA-1138	HA-1138	Tarbert Double House	South Washington Street	Havre de Grace
		HA-1139	HA-1139	White House Farm (Wheeler Range)	White House Road	Forest Hill
		HA-1116	HA-1116	Putland House	South Washington Street	Havre de Grace
		HA-1224	HA-1224	Barnes House	South Washington Street	Havre de Grace
		HA-1223	HA-1223	Manucy House	South Washington Street	Havre de Grace
		HA-1177	HA-1177	Jacksteit House	Market Street	Havre de Grace
		HA-1187	HA-1187	DeGroat House	Market Street	Havre de Grace
		HA-1127	HA-1127	Bayou Hotel	Commerce & Market Streets	Havre de Grace
		HA-837				

Havre de Grace - Candidate Historic Properties						
MIHP_	MIHP_ID	MIHP_NO	CLASS	NAME	ADDRESS	TOWN
		HA-111				
		HA-831				
		HA-830				
		HA-1167	HA-1167	James Fahey House	North Union Avenue	Havre de Grace
		HA-1163	HA-1163	Beachley House	Warren Street	Havre de Grace
		HA-1162	HA-1162	Sheaffer House	Franklin Street	Havre de Grace
		HA-1161	HA-1161	Klair House	Franklin Street	Havre de Grace
		HA-813				
		HA-1105	HA-1105	Parker Mitchell House	Franklin Street	Havre de Grace
		HA-1159	HA-1159	Tin Front Building	Franklin Street	Havre de Grace
		HA-1160	HA-1160	Joseph Good House and Store	Franklin Street	Havre de Grace
		HA-1566	HA-1566	Post Office Headquarters (U.S. Post Office)	North Union Avenue	Havre de Grace
		HA-1153	HA-1153	Cook House	Green Street	Havre de Grace
		HA-1155	HA-1155	McComas House	Green Street	Havre de Grace
		HA-793				
		HA-798				
		HA-1115	HA-1115	McLhinney Building	North Washington Street	Havre de Grace
		HA-1750	HA-1750	Maryland House Apartments	Washington Street	Havre de Grace
		HA-802				
		HA-537				
		HA-1120	HA-1120	A & J Travel Agency	North Washington Street	Havre de Grace
		HA-805				
		HA-1178	HA-1178	Asher Building	North Washington Street	Havre de Grace
		HA-543				
		HA-1110	HA-1110	Borneman Apartments (Havre de Grace Methodist Church)	North Union Avenue	Havre de Grace
		HA-544				
		HA-1165	HA-1165	Lawder Apartments	Congress Avenue	Havre de Grace
		HA-806				
		HA-1151	HA-1151	Keene House	Bourbon Street	Havre de Grace
		HA-1152	HA-1152	Van Meter House	Bourbon Street	Havre de Grace
		HA-809				
		HA-548				
		HA-1122	HA-1122	Hoke House	South Union Avenue	Havre de Grace
		HA-546				
		HA-1132	HA-1132	Robert Pennington House	South Washington Street	Havre de Grace
		HA-822				

Candidate Historic Properties that may be certified as eligible for the Maryland State Income Tax Credit - Greenway Corridor TIZ (Cecil County):

Greenway Corridor TIZ (Cecil County) - Candidate Historic Properties						
MIHP	MIHP_ID	CLASS	MIHP_NO	NAME	ADDRESS	TOWN
474	454	CE-879	CE-0879	Stone Barn Ruin	Conowingo Road (U.S. Rt1)	Kilby Corner
508	440	CE-887	CE-0887	Rowland Plank House	Rowlandsville Road(MD338)	Rowlandsville
512	439	CE-885	CE-0885	Rowland House (Dempsey House)	Rowlandsville Road(MD338)	Rowlandsville
513	441	CE-788	CE-0788	Hostetter House	Rowlandsville Road	Rowlandsville
518	438	CE-42	CE-0042	Mill at Rowlandsville on Octorara Creek, site	Rowlandsville Rd. (MD338)	Rowlandsville
521	437	CE-882	CE-0882	Rowlandsville Hill House	Ramsey Lane	Rowlandsville
528	436	CE-789	CE-0789	Rowlandsville Mill (Davis-Christie Mill,Rowland Mill)	McCauley Road	Rowlandsville
532	1031	CE-1459	CE-1459	Bridge, McCauley Road over Basin Run (SHA# 091)	McCauley Road	Conowingo
534	435	CE-884	CE-0884	Rowlandsville Iron Bridge over the Octoraro	Rowlandsville Road(MD338)	Rowlandsville
537	434	CE-781	CE-0781	Christy House	Mayse Lane	Rowlandsville
542	433	CE-1006	CE-1006	Old Harmony Methodist Church (Harmony Chapel)	Dr. Jack Road	Rowlandsville
547	431	CE-883	CE-0883	Concrete Train Bridge over Octoraro Creek	McCauley Road	Rowlandsville
548	430	CE-881	CE-0881	Rowlandsville Iron Train Bridge	Moore Road	Rowlandsville
555	432	CE-1204	CE-1204	Basin Run Iron Train Bridge	Basin Run Road (MD 338)	Rowlandsville
576	541	CE-46	CE-0046	Hall's Choice	Dr. Jack Road	Rowlandsville
644	423	CE-1217	CE-1217	Dooling Log House (Union Hotel)	SusquehannaRiverRd(US222)	Rock
694	544	CE-767	CE-0767	Thomas-Holiday House	SusquehannaRiverRd(US222)	Rock
746	34	CE-1229	CE-1229	Stump-Smithson House	Frenchtown Road	Bainbridge
763	38	CE-142	CE-0142	Mt. Ararat Manor House (Physicks-Water's House)	Mt. Ararat Farm Road	Bainbridge
776	26	CE-525	CE-0525	Cokesbury Road Spring House	Cokesbury Road	Frenchtown
811	7	CE-997	CE-0997	Susquehanna River Bridge Administration Building	Pulaski Highway (U.S.40)	Perryville
824	5	CE-129	CE-0129	Rodgers Tavern (Stevenson's Tavern)	Broad Street & River Road	Perryville
828	4	CE-244	CE-0244	Perry Point Mill	Avenue A	Perry Point
830	3	CE-146	CE-0146	Perry Point Mansion House (U.S. Veterans Hospital)	Sixth Street	Perry Point

Candidate Historic Properties that may be certified as eligible for the Maryland State Income Tax Credit - Greenway Corridor TIZ (Harford County):

Greenway Corridor TIZ (Harford County) - Candidate Historic Properties						
MIHP	MIHP_ID	MIHP_NO	CLASS	NAME	ADDRESS	TOWN
		HA-824				
		HA-825				
		HA-1782	HA-1782	Baltimore & Ohio Railroad Bridge over MD 155 (CSX)	Superior Street (MD 155)	Havre de Grace
		HA-198				
		HA-574				
		HA-573				
		HA-379				
		HA-378				
		HA-580				
		HA-579				
		HA-581				
		HA-582				
		HA-578				
		HA-380				
		HA-381				
		HA-373				
		HA-575				
		HA-576				
		HA-577				
		HA-377				
		HA-374				
		HA-375				
		HA-1037	HA-1037	Peddler's Run Site, upper mill	Glen Cove Road	Darlington
		HA-1036	HA-1036	Peddler's Run Site, lower mill	Glen Cove Road	Darlington
		HA-180				
		HA-183				
		HA-376				
		HA-382				
		HA-191				
		HA-193				
		HA-194				
		HA-195				
		HA-195				
		HA-195				
		HA-195				
		HA-195				
		HA-195				
		HA-192				
		HA-196				
		HA-197				

Greenway Corridor TIZ (Harford County) - Candidate Historic Properties						
MIHP	MIHP_ID	MIHP_NO	CLASS	NAME	ADDRESS	TOWN
		HA-1034	HA-1034	Old road south from Glen Cove	Glen Cove Road	Darlington
		HA-1034	HA-1034	Old road south from Glen Cove	Glen Cove Road	Darlington
		HA-1034	HA-1034	Old road south from Glen Cove	Glen Cove Road	Darlington
		HA-1035	HA-1035	Glen Cove Road	Glen Cove Road	Darlington
		HA-1035	HA-1035	Glen Cove Road	Glen Cove Road	Darlington
		HA-1035	HA-1035	Glen Cove Road	Glen Cove Road	Darlington
		HA-1035	HA-1035	Glen Cove Road	Glen Cove Road	Darlington
		HA-823				
		HA-312				
		HA-4				

The following properties located in the TIZ which are on the National Register of Historic Places are eligible for the Maryland Income Tax Credit:

TIZ - Candidate Historic Properties		
SWNRHP_	SWNRHP_ID	CLASS
91	127	NR-188
100	128	NR-1015
109	131	NR-953
111	1062	NR-1113
118	129	NR-196
122	132	NR-998
124	130	NR-621
160	64	NR-164
161	1059	NR-472
163	1049	NR-306
170	45	NR-822
176	188	NR-448
180	1094	NR-795
182	1095	NR-791
185	63	NR-1044
195	65	NR-454
218	183	NR-568
223	273	NR-1100
238	1098	NR-381
243	186	NR-88
245	185	NR-672
249	184	NR-314
261	187	NR-363

APPENDIX M - TECHNICAL NOTES ON MANAGEMENT PLAN MAPS

Harford County

Base maps information for Harford County was provided by the Harford County GIS Department. Information included:

- Cadastral data layer
- Streets, roads and right-of-ways
- Critical Area District and associated land use classifications
- Shorelines
- Topography
- Forest cover layer
- Sensitive species habitats
- Maryland inventory of historic properties (MIHP)
- Agriculture Districts
- The Lower Susquehanna Heritage Greenway (RHA) application
- The LSHG Trail
- Structures
- Streets, corporate boundary and historic structures for the City of Havre de Grace
- Historic Districts

The Harford County mapped information, which was professionally prepared, was extremely useful for the project.

Cecil County

Harford County also provided base map information for Cecil County. This information which included roads, property lines and shore lines was dated. New base map information was developed by RJA for the project. Base map and other information was taken from the Cecil County tax maps, Perryville tax maps, and the Port Deposit tax maps. Additional information was taken from USGS quads and county topography maps provided by the Cecil County Department of Planning, Zoning and Parks. Known errors include the corporate boundaries for the Town of Port Deposit, which are incorrect on the tax maps and all other sources and have not been subject to a verification survey.

Information on inventoried historic sites (MIHP), archeological sites, national register sites (NRHP) were provided by the Maryland Historic Trust and Cecil County as Arcview © coverage files. Information on land ownership was taken from the Cecil County and Harford County MdProperty View programs prepared by the Maryland Office of Planning and provided by the respective counties. Information on recreation lands, sensitive species habitat, agriculture districts, and easements was taken from the DNR Technology Toolbox. Forest cover in Cecil County was taken from the USGS Quads and in dated accordingly.

APPENDIX N: SOURCES

Appendix N presents a listing of some of sources consulted in the preparation of the Lower Susquehanna Heritage Greenway Management Plan.

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Publications

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Lower Susquehanna Heritage Greenway Resource Report. Prepared and printed by Towson State University and the Lower Susquehanna Heritage Greenway Coordinating Committee, January of 1994.

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PART III: POLICY AND PROGRAM RESOURCES

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Maryland Department of Housing and Community Development, Division of Historical and Cultural Programs. Functions and programs of the Maryland Historical Trust, including the *Capital/Non-Capital Historic Preservation Grant Program*, the *Historical and Cultural Museum Assistance Grant Program*, the *Certified Local Government Program*, the *Historic Preservation Loan Program*, *Rehabilitation Tax Incentive Program* (for federal and state rehabilitation tax credits), *Maryland Heritage Areas Program*, *Planning and Technical Assistance Program*, and the *Maryland Historical Trust Press* [Online version November 1999, available through http://www2.ari.net/mdshpo].

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ARTICLES OF INCORPORATION

OF

LOWER SUSQUEHANNA HERITAGE GREENWAY, INCORPORATED

FIRST. I, David B. Ellenberg, whose post office address is 64 South Main Street, Port Deposit, Maryland 21904, being at least eighteen (18) years of age, am hereby forming a corporation under and by virtue of the General Laws of the State of Maryland.

SECOND: The name of the Corporation (which is hereafter called the "Corporation") is Lower Susquehanna Heritage Greenway, Incorporated.

THIRD: The purposes for which the Corporation is formed are:

(a) The Corporation is organized exclusively for educational and charitable purposes, including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue Law), and, more specifically, to receive and administer funds for such charitable and educational purposes, all for the public welfare, and for no other purposes, and to that end to take and hold, by bequest, devise, gift, purchase, or lease, either absolutely or in trust for such objects and purposes or any of them, any property, real, personal or mixed, without limitation as to amount of value, except such limitations, if any, as may be imposed by law; to sell, convey, and dispose of any such property and to invest and reinvest the principal thereof, and to deal with and expend the income therefrom for any of the before mentioned purposes, without limitation, except such limitations, if any, as may be contained in the instrument under which such property is received; to receive any property, real, personal or mixed, in trust, under the terms of any will, deed of trust, or other trust instrument for the foregoing purposes or any of them, and in administering the same to carry out the directions, and exercise the powers contained in the trust instrument under which the property is received, including the expenditure of the principal as well as the income, for one or more of such purposes, if authorized or directed in the trust instrument under which it is received, but no gift, bequest or devise of any such property shall be received and accepted if it be conditioned or limited in such manner as shall require the disposition of the income or its principal to any person or organization other than a "charitable organization" or for other than "charitable purposes" within the meaning of such terms as defined in Article NINTH of these Articles of Incorporation, or as shall in the opinion of the Board of Directors, jeopardize the federal income tax exemption of the Corporation pursuant to Section 501(c)(3) of the Internal Revenue Code of 1986, as now in force or afterwards amended; to receive, take title to, hold, and use the proceeds and income of stocks, bonds, obligations, or other securities of any corporation or corporations, domestic or foreign, but only for the foregoing purposes, or some of them; and, in general, to exercise any, all and every power for which a non-profit corporation organized under the applicable provisions of the Annotated Code of Maryland for scientific, educational, and charitable purposes, all for the public welfare, can be authorized to exercise tent the exercise of such powers are in furtherance of

exempt purposes.

(b) No part of the net earnings of the Corporation shall inure to the benefit of or be distributable to its members, directors, officers, or other private persons, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article THIRD hereof. No substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting, to influence legislation, and the Corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office. Notwithstanding any other provision of these Articles, the Corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code of 1986 or the corresponding provision of any future United States Internal Revenue Law) or (b) by a corporation, contribution to which are deductible under Section 170(c)(2) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue Law).

(c) Included among the educational and charitable purposes for which the Corporation is organized, as qualified and limited by subparagraphs (a) and (b) of this Article THIRD are the following: enriching the quality of the life in the Lower Susquehanna River Valley through conserving the cultural heritage, living resources and natural features of the area; encouraging a greater understanding of the region's natural, cultural and recreational attributes; and the creation of an open space network which will provide links between different recreational and open space areas.

FOURTH: The post office address of the principal office of the Corporation in this State is 64 South Main Street, Port Deposit, Maryland 21904. The name and post office address of the Resident Agent of the Corporation in this State are Donald E. Brand, 1440 Stafford Road, Darlington, Maryland 21034. Said Resident Agent is an individual actually residing in this State.

FIFTH: The Corporation is not organized for profit; it shall have no capital stock and shall not be authorized to issue capital stock. The number of qualifications for; and other matters relating to its members shall be as set forth in the By-Laws of the Corporation.

SIXTH: The number of Directors of the Corporation shall be three which number may be increased or decreased pursuant to the By-Laws of the corporation, but shall never be less than three (3). The names of the Directors, who shall act until the first annual meeting or until their successors are duly elected and qualify, are: David B. Ellenberg, Donald E. Brand and Lawrence Guest.

SEVENTH: Upon the dissolution of the Corporation's affairs, or upon the abandonment of the Corporation's activities due to its impracticable or inexpedient nature, the assets of the Corporation then remaining in the hands of the Corporation shall be distributed, transferred, conveyed, delivered and paid over to any other charitable organization (as hereinafter defined) of this or any other State, having a similar or analogous character or purpose, in some way

associated with or connected with the corporation to which the property previously belonged.

EIGHTH: The Corporation may by its By-Laws make any other provisions or requirements for the arrangement or conduct of the business of the Corporation, provided the same be not inconsistent with these Articles of Incorporation nor contrary to the laws of the State of Maryland or of the United States.

NINTH: In these Articles of Incorporation,

(a) References to "charitable organizations" or "charitable organization" mean corporations, trusts, funds, foundations, or community chests created or organized in the United States or in any of its possessions, whether under the laws of the United States, any state or territory, the District of Columbia, or any possession of the United States, organized and operated exclusively for charitable purposes, no part of the net earnings of which inures or is payable to or for the benefit of any private shareholder or individual, and no substantial part of the activities of which is carrying on propaganda or otherwise attempting to influence legislation and which do not participate in, or intervene in (including the publishing or distributing of statements), any political campaign on behalf of any candidates for public office. It is intended that the organization described in this Article NINTH shall be entitled to exemption from federal income tax under Section 501(c)(3) of the Internal Revenue Code of 1986, as now in force or afterwards amended.

(b) The term "charitable purposes" shall be limited to and shall include only religious, charitable, scientific testing for public safety, literary, or educational purposes within the meaning of the terms used in Section 501(c)(3) of the Internal Revenue Code of 1986 but only such purposes as also constitute public charitable purposes under the laws of the United States, any state or territory, the District of Columbia, or any possession of the United States, including, but not limited to, the granting of scholarships to young men and women to enable them to attend educational institutions.

TENTH: (a) The Corporation shall distribute its income for each taxable year at such time and in such manner as not to become subject to the tax on undistributed income imposed by Section 4942 of the Internal Revenue Code of 1986, or corresponding provisions of any subsequent federal tax laws.

(b) The Corporation shall not engage in any act of self-dealing as defined in Section 4941(d) of the Internal Revenue Code of 1986, or corresponding provisions of any subsequent federal tax laws.

(c) The Corporation shall not retain any excess business holdings as defined in Section 4943(c) of the Internal Revenue Code of 1986, or corresponding provisions of any subsequent federal tax laws.

(d) The Corporation shall not make any investments in such manner as to subject it to tax under Section 4944 of the Internal Revenue Code of 1986, or corresponding provisions of any subsequent federal tax laws.

(e) The Corporation shall not make any taxable expenditures as defined in Section 4945(d) of the Internal Revenue Code of 1986, or corresponding provisions of any subsequent federal tax laws.

ELEVENTH: No director or officer of the Corporation shall be liable to the Corporation or to its stockholders for money damages except (1) to the extent that it is proved that such director or officer actually received an improper benefit or profit in money, property or services, for the amount of the benefit or profit in money, property or services actually received, or (2) to the extent that a judgment or other final adjudication adverse to such director or officer is entered in a proceeding based on a finding in the proceeding that such director's or officer's action, or failure to act, was (a) the result of active and deliberate dishonesty, or (b) intentionally wrongful, willful or malicious and, in each such case, was material to the cause of action adjudicated in the proceeding.

IN WITNESS WHEREOF, I have signed these Articles of Incorporation this 31st day of December, 1996, and I acknowledge same to be my act.

David B. Ellenberg