

Lower Susquehanna Heritage Greenway  
5 Year Management Plan  
FY 2013-2018



Partners Working to Connect  
The Upper Bay

December 2012

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# **Lower Susquehanna Heritage Greenway Five Year Management Plan – FY 2013 – FY 2018**

## **Executive Summary**

The concept of a “greenway” along the shores of the Lower Susquehanna River and Upper Chesapeake Bay in Harford and Cecil Counties began as a community effort in 1992, with thoughts of creating a loop trail linking small communities to heritage resources with abundant recreational opportunities. While the idea began to take shape it became clear that a corporation should be formed to assume leadership, develop the concept and pursue planning and funding opportunities.

It wasn't until 1997 that the Lower Susquehanna Heritage Greenway (LSHG) was formed to do so and lead community leaders to develop the necessary comprehensive plan for heritage area development. The Lower Susquehanna Heritage Greenway, Inc. is a non-profit community based organization that has developed a comprehensive plan to create 40 miles of trails linking the waterfront communities in the Upper Chesapeake Bay region of Maryland.

The 141 page “Management Plan” outlined a strategy to protect 58 miles of waterfront vistas. The plan outlined conservation strategies, 40 miles of trail development and an aggressive 5 year business plan. The plan called for the development of a project management staff that would oversee a 38 million dollar investment in heritage area infrastructure. Collectively 26 priority projects were identified by the waterfront communities of Havre de Grace, Perryville and Port Deposit although 112 additional projects were identified for later execution.

While the communities of Darlington, Havre de Grace, Perryville and Port Deposit offer varying degrees of waterfront access, they share a unique geology beginning some 8 million years ago and common history with evidence of human settlement some 12, 000 years. Life along the water's edge has expanding throughout the birth and growth of our nation into modern day life.

The plan is now nearly a decade old. It has guided local land use decisions helped to promote partnerships and conservation beyond political boundaries. This 5 year addendum serves to quantify accomplishments,

record investment, update our priorities and plan for future investment and development of the Upper Bay National Heritage Area and Byway.

### **History of the Program and Management Plan**

In 1996, with the passage of House Bill 1, the Maryland General Assembly established the Maryland Heritage Areas Authority (MHAA) as an independent unit within the Executive Branch of State Government. The purpose was to protect Maryland's heritage and unique culture by enhancing our quality of life and visitor appeal so to increase economic activity for business development, job growth and enhanced tax base.

Although MHAA is self-governed, our funding is provided annually by the General Assembly. Administrative support is provided by the Maryland Historical Trust, an agency of the Maryland Department of Planning.

Over the years, MHAA has developed regulations, requirements and procedures for interested communities to request designation thus gain access to program and project funding. The designation process requires evidence that an area contains "exceptionally high concentrations of unique historical, cultural and nature resources" and the community can provide verification of that the area is dedicated to the protection of those resources for and heritage tourism related economic development.

Each community must provide a detailed master plan that establishes boundaries, inventories resources and provides a detailed plan to protect, conserve, enhance, and develop heritage area products. The designation process requires local legislative support for the plan with the commitment to assist in implementation.

Currently there are two levels of recognition;

- Level 1: A Recognized Heritage Area
- Level 2: A Certified Heritage Area

The initial designation (level 1) must be obtained before applying for level 2. The Lower Susquehanna Heritage Greenway (LSHG) obtained Recognized status in 1997 and Certified Heritage Area status in 2003, making it the management entity for the Lower Susquehanna Heritage Area.

For the past nine years, the LSHG has operated as a non-profit 501 C-3 and serves as the State of Maryland's Heritage Area Management Entity for the Lower Susquehanna and Deer Creek Region of Harford and Cecil Counties.

In 2009, the Maryland General Assembly required the MHAA program and the management entities to develop a 10 year plan for sustainability. The plan is available on-line or by request. As a requirement to maintain certification, each of the 11 certified heritage areas are now required to conduct a performance evaluation and develop their own 5 year action and work plan.

The following document seeks to introduce readers to the uniqueness of this heritage area, celebrate our accomplishments and position our heritage partners to plan and prepare to receive visitors resulting from three national trails that traverse this region. The Captain John Smith National Historic Trail, the Star Spangled Banner National Historic trail and byway and the Washington – Rochambeau National Trail all traverse this heritage area and provide expanded opportunities for trail development, historic preservation, expanded public access to recreation and to our water-based activities. The economic opportunity to execute our heritage area plan is timely and ready to move into high gear.

### **Introduction to the Area:**

Some 35 million years ago, a cosmic event occurred thrusting a meteor into the earth resulting in the Chesapeake impact crater. An ancient sea later emerged filling the crater with water. The modern Bay and its shoreline as we know it today is about 15,000 years old and was created by the melting of an immense glacier that flooded the ancient Susquehanna River Valley.

These dramatic geologic and climatic occurrences have molded and shaped our local landscape creating a unique and diverse environment. The Upper Chesapeake Region at the mouth of the Susquehanna River bears little resemblance to its geologic past, however remnants of that ancient sea remain on Garrett island which was once an active volcano.

While archeological evidence supports the existence of pre-historic peoples and their life in this area, the Upper Bay has also been the backdrop to key

moments in Early European settlements and the birth and development of our nation.

Today the Upper Chesapeake Bay Region of Maryland is crossed by major transportation networks and is home to millions of people. The area has small towns and rural villages which offer varying degrees of waterfront access, yet share a common history and reliance on the fertile fisheries of the area.

### **A Project with Many Partners**

Although the LSHG has provided local management, advocacy, funding and technical support to its partners, the development of a certified heritage area takes community support with courageous and tenacious leaders. Over the years, our Board of Directors has guided policy, and made the necessary decisions to “keep this dream alive”.

Our primary partners have been local government; Cecil and Harford Counties, The City of Havre de Grace, the Towns of Perryville and Port Deposit and the Village of Darlington.

Area heritage attractions: Maritime Museum, Decoy Museum, Concord Point and O’Neill House, Steppingstone Museum, Skipjack Martha Lewis, Susquehanna Museum at the Lock House, The Ordnance School Museum, the Paw Paw Museum, Train Museums and US Naval Training Center Bainbridge Museum.

Assistance has been provided by State agencies such as Maryland Heritage Areas Authority, Maryland Historical Trust, the Maryland Department of Planning, State Highway Administration, Department of Transportation, Department of Natural Resources, Susquehanna State Park, Department of Business and Economic Development, Tourism Offices and the Greenway Commission.

Community support has been provided by the Deer Creek Watershed Association, Cecil and Harford County Chambers of Commerce, the Wilmington Metropolitan Planning Council, Baltimore Metropolitan Planning Council, Preservation Maryland, the Historical Societies of Harford and Cecil Counties, the Harford Land Trust, the Cecil Land Trust, The

Conservation Fund, The National Fish and Wildlife Federation, Bainbridge Development Corporation and Maryland Eastern Shore Resource Conservation and Development Council.

Federal Partners have included The National Park Service, US Fish and Wildlife Service, US Department of Transportation and the Veterans Administration.

Corporate sponsors have included The Arundel Corporation, Vulcan Materials, Connectiv Power, PECO Energy, Siemens USA, Kinsley, The Stewart Companies, Colonial Pipeline and Exelon Corporation.

A variety of Municipal, County, State and Federal Officials have championed our cause through the implementation of policy and supporting programs. They have provided support and guidance for this heritage area development.

Numerous elected officials in federal, state, county and local government have exhibited vision and dedication by enacting laws and appropriating funding for our heritage area projects. Each has acted as a spokesperson and advocate in the spirit of non-partisan cooperation.

Most importantly the LSHG has been supported by ordinary citizens, who have pledged their time, energy and financial resources to make a difference in our local quality of life.

### **Heritage Area Vision for the Next Five Years:**

The Lower Susquehanna Heritage Greenway Inc. envisions the development of a nationally designated heritage area and byway that serves as the initial contact point for the millions of heritage tourists that traverse this area by our Nation's major transportation networks of US Route 1, US Route 40, Interstate I-95, and Amtrak or by water. The Upper Bay will provide a gateway to three national historic trails and offer the ability to experience and enjoy the natural environment while sampling the "Cliff Notes" of America's 8,000 year history in this region.

## **Heritage Area Mission:**

To create greater public access to the Upper Bay for recreational and economic opportunity by acquiring land, assisting in the construction of trails and advocating for sustainable development.

To encourage a greater understanding of the significant role that the Upper Bay and its people have played in US history.

To provide leadership, technical assistance and advocacy to guide land use decisions that enhance our quality of life by supporting expanded recreation and economic opportunities and to promote a sustainable healthy lifestyle.

To foster linkages among and between the heritage attractions of the Upper Bay's riverfront communities by providing unique visitor experiences that encourage the public to explore, learn and enjoy the diverse offerings of the Lower Susquehanna and Upper Bay region.

## **Core Values:**

The LSHG and its partners believe in:

- Connectivity of people to their past, land, water and each other
- Economic vitality based on a diverse tax base
- Accessibility to nature, recreational opportunities and enjoyment of the outdoors
- Healthy Communities and lifestyles
- Environmental stewardship and sustainable development
- Preservation and Protection of the Chesapeake Bay

## **Heritage Area Accomplishments:**

The Lower Susquehanna Heritage Greenway, Inc. has been implementing its Maryland State Certified Heritage Area Management Plan (CHAMP) since 2003. Together with many partners, the LSHG has successfully completed 12.4 million dollars in land and water based capital projects. These projects include blazing trails, preserving land, providing water



access, restoring historic resources, respecting, and interpreting our natural environment. Development of this heritage area is boosting the economic opportunities of our waterfront communities, and enhancing the appeal of the Lower Susquehanna River and Upper Chesapeake Bay for outdoor recreation, cultural education and historic tourism activities. A full and detailed list of accomplishments is provided as Addendum 1 to this document. (1)

Our CHAMP includes an aggressive 5 year business plan and a 38 million dollar capital projects program. We have made great strides by completing several capital projects outlined in the plan. However, the operational aspects of the business plan were based upon projected financial commitments by the State of Maryland and federal government that due to financial restraints never came to fruition. Accordingly to our CHAMP business plan, it was anticipated that the State of Maryland (specifically MHAA) would be the principal funding source for staffing and operations as well as provide at least one half of the programmatic funding with the rest being supported by federal grants. These early investments were also planned to cover the start-up cost of implementation.

The CHA business plan calls for:

- 1.3 million dollar staffing and operations budget
  - Including an Executive Director, Administrative Aide, 3 Project Managers and part-time as needed contractual services such as legal, engineering, and architectural assistance.
- 4.8 million dollar annual programmatic budget

Despite the obvious lack of start-up capital, the public / private investment in this heritage area has been significant. Over the past ten years the LSHG has developed many partnerships and coordinated regional efforts to build recreational trails that link our riverfront communities in the Upper Bay region. We have remained consistent to the goal and objectives within our Certified Heritage Areas (May 2000) plan (CHAMP).

In order to quantify our accomplishments, the LSHG has conducted an analysis of our successes and have documented the public and private

investment that has been made in our Heritage Area. A full list of completed projects and trail building efforts is attached along with photographic representations of successes.

### **Heritage Project Development**

- Completed 12.4 million dollars in capital project development
- Conserved 760 acres of land
  - 9 land acquisitions
  - 8 trail easements
  - 2 long-term leases
- Developed 23 miles of recreational trails
- Secured, Created and developed 19 new public access sites
- Restored, maintained 3 historic sites
- Awarded and managed 2 Bond Bills
- 43 Grants Awarded and / or managed

### **Organizational Management**

- Established professional organizational management
- Adopted financial best practices
- Engaged in strategic planning and local policy development / implementation
- Conducted annual capital budget review
- Completed annual review of finances/ and submitted compliance docs.
- Conducted an annual independent audit
- Remain compliant with all state and federal 501C-3 regulations and filings

### **Sustaining Regional Identity**

- Erected 60+ interpretative signs

- Partnered with NOAA to install an interpretative buoy as part of NOAA's Chesapeake Bay Interpretative Buoy system
- Researched and documented significant events in regional history
- Investigated the Bald Friar Petroglyphs
- Researched the Susquehanna and Tidewater Canal Systems
- Hosted an annual environmental clean-up initiative "River Sweep"
  - Removed in excess of 83 tons of trash from our watershed

## **Partnership Building**

- Maintained a strong relationship with municipal governments and staffs
  - Perryville Greenway Committee
  - Havre de Grace Heritage Corridor Management Committee
  - Port Deposit Greenway Committee
- Participated in local and state policy development
  - Land Use and Comprehensive Plans
  - Element plans (Historic preservation, recreation, transportation)
  - Sustainability plans, TIZ's and Corridor management plans
  - Model Ordinances
  - CHA Strategic Plan
- Maintained a strong relationship with corporate partners
  - Exelon Corporation
  - Arundel/ Vulcan Materials

## **Summary of Organizational Goals for 2013-2018:**

The LSHG has collaborated with our various partners to identify the necessary strategies to enhance our organizational capacity and position the “upper bay” to take full advantage of the federal trails and state heritage tourism priority programs.

Our goals are addressed under the following categories:

Heritage Project Development

Organizational Management

Sustaining Regional Identity

Partnership Building

- Goal 1: Develop a network of land and water trails linking heritage attractions
- Goal 2: Enhance the Visitor’s Experience
- Goal 3: Foster an Appreciation for the Natural Environment
- Goal 4: Enhance the understanding of our history and traditions
- Goal 5: Influence Public Planning and Fiscal Policy regarding land-use recreation, heritage and resource protection and programs
- Goal 6: Restructure the LSHG Organization to Enhance Effectiveness and Sustainability

**Goal 1: Develop a network of land and water trails linking heritage attractions**

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference – page # and descriptive title	If not in HAMP, indicate why it is a priority.	TIZ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
Enhance public access to the water and opportunities for recreation	Inventory the existing sites  Identify “missing linkages: target area land acquisition	LSHG	NPS, Land Trust, Local government, non-profits: Conservation fund and National fish and wild life foundation. DNR – Open space	50K	LSHG/ RTCA/ DNR	FY 13	FY 14	86-88  Infrastructure and Linkages Facility Development  Page 73-76 The Greenway trail		YES	Catalog the existing and land acquisition opportunities  Produce a list of access priorities, update annually	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
Facilitate Land acquisition opportunities	Identify preserved, desired and available lands	LSHG	Land Trust, Local government, non-profits: Conservation fund and National fish and wild life foundation. DNR – Open space	4 million	LSHG / DNR/ Harford and Cecil Counties / MPD/ Private	FY 13	FY 18	86-88  Infrastructure and Linkages Facility Development  Page 73-76 The Greenway trail		Yes	Enhanced Public access to high quality recreation  Identify and facilitate one lease, easement or acquisition per year	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference – page # and descriptive title	If not in HAMP, indicate why it is a priority.	TIZ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
Develop a land and water trail segment plan that integrates our heritage area, 3 National trails &, byway (CAJO, SSB, WR3 and our Lower Susquehanna scenic byway)	Inventory existing trail conditions; identify connection opportunities and prioritize new trail segments and river crossing options	LSHG	NPS	200K	LSHG, NPS, Scenic Byways	FY 13	FY 15	Capital Project Program Page 114, and page 73-76  Rover crossing; trail connection Page 74		YES	Production and distribution of an upper bay land and water corridor plan and byway plan  Development a series of maps (trails, water access points, protected lands,)	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
Develop a funding plan for remaining trail segments	Develop partnership agreements	LSHG	NPS	75K	LSHG	FY 13	FY 15	Capital Project Program Page 114, and page 73-76		YES	Funding plan for trail construction  Achieve one project funding per year	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational

Goal 2: Enhance the Visitor's Experience

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference – page # and descriptive title	If not in HAMP, indicate why it is a priority.	TIZ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
Promote the variety of community amenities	Update inventory of heritage sites, recreational opportunities, dining, specialty businesses, services, marinas, boat ramps outfitters, accommodations and comfort stations	LSHG	Chamber of Commerce	5k	MHAA	FY 13	FY 18	Museums page 44-48 Historic resources page 23-26 Heritage resources Page 27-29 Recreation page 32-55 Dining page 46 Over night Page 48 Marine facilities page 48		YES	Promote local experiences: Walking, hiking, biking, fishing, boating, hunting, bird watching, outdoor photography, shopping, dining and visiting cultural sites; produce a list, update annually	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
Develop the heritage area infrastructure by implementing our 5 year capital program	Engage in local, state, federal capital budget processes: Annually update the priority capital projects list	LSHG	Havre de Grace, Perryville, Port Deposit, Cecil County, Harford County, Museums, DNR, SHA, MOP, Private		MHAA, DNR, SHA, County, Local, Private, NPS	FY 13	FY 18	Business Plan page 99 Policy framework page 79098 Community and Econ Dev. Page 109 Capital project 112-211		YES	Leverage local, state, federal, and private investment  Annually update progress and priority	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference – page # and descriptive title	If not in HAMP, indicate why it is a priority.	TIZ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
Develop and promote an 'Upper Bay' brand	Examine the relevance of our brand; review alternatives, select new or make enhancements	LSHG	National Fish and Wildlife Federation; NPS, Tourism	75K	NFWIF, Scenic Byways	FY 13	FY 14	Marketing and Outreach page 110 and 93-94		YES	Refreshed name, image and logo  Refreshed image, mission, and elevator speech  Passport and/or window decal program	<input type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational
Develop an interpretative and wayfaring signage plan	Inventory existing and needed signs  Determine interpretative themes	LSHG	Other trail managers NPS, East coast greenway, Mason/ Dixon, SHA, Local government DPW's	60K	NPS Chesapeake Gateways Program, SHA	FY 14	FY 16	Interpretative And Educational Activities Pages 78-86 and 108-109		YES	Complete a signage plan	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational



**Goal 3: Foster Appreciation for the Nature Environment**

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference – page # and descriptive title	If not in HAMP, indicate why it is a priority.	TIZ ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
Remove trash, litter and debris from waterways , streams and roadways	Annually, plan, organize, publicize  “River Sweep”	LSHG	City of Havre de Grace, Towns of Port Deposit and Perryville, Cecil County, Harford County, Scouts, Exelon, Backwater NWR	15K	LSHG Exelon Maryland Environmental Services (MES)	Earth Day 2013	Earth Day 2018	Preservation and Resource Stewardship pages 90-93		YES	Cleaner and healthier environment  Environmental stewardship  Maintain an accounting of participation and tons of liter, update annually	<input type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational
Promote protection of the environment	Join Harford County’s Enviro-thon and Environmentally Groups  Sponsor an annual public Stewardship award  Sponsor an annual environment scholarship	LSHG	Harford County Public Schools, and Environmental Services   Harford and Cecil Community Colleges	1k  10K	MHAA LSHG Private donors NWIF	FY 13	FY 18	Preservation and Resource Stewardship pages 90-93		YES	Enhanced awareness of humans impact on the nature environment  Recognition of conservation efforts  Calculate number of applicants / awards	<input type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational

**Goal 4:** Enhance the understanding of our history and traditions

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference – page # and descriptive title	If not in HAMP, indicate why it is a priority.	TIZ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
Become a “Knowledge Center”	Research, write and make user friendly historic information available about sites, events and people of the area	LSHG	Museums, Historic Society’s, Community Colleges, Upper Bay Archeology Society, Researchers, Harford and Cecil Co libraries	20K	LSHG - MHAA	FY 13	FY 18	Interpretation and Education pages 79-85		YES	Become a one-stop shop for historical information, “fact sheet in brief “and photographs  Annually produce a collection of stories, fact sheets or video	<input type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
Engage visitors at “first contact”	Identify and train “first contact” service providers	LSHG	DMO’s Museums Economic Development offices	10K	LSHG - MHAA	FY 15	FY 18	Marketing and Outreach Pages 93-94		YES	Visitors are welcomed with useful information about the area’s history, culture and offerings Annually host a first contact training workshop	<input type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference – page # and descriptive title	If not in HAMP, indicate why it is a priority.	TIZ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
Gain, and share a better understand of local Indian culture  Request permission to Exhibit the Bald Friar Petroglyphs	Identify an Indian expert to explore local Indian history  Identify the locations of the Bald Friar petroglyphs and negotiate their return home	LSHG	MHT, Maryland Historical Society, Exelon, University Scholar, Upper Bay Archeology Society	TBD	Exelon	FY 13	FY 18	Archeological Resources page 18 and 25		YES	Conservation, appreciation and understanding of the native cultures that lived in the area.  Produce a fact sheet  Develop signage  Return petroglyphs by 2018	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
Utilize technology to interpret useful information and drive visitors to cultural sites and trails	Develop an inventory of heritage area “points of Interest”  Report errors or new locations to Nav Teq and Tele Atlas	LSHG	Tourism offices, Chambers of Commerce	75K	NPS, Alliance for the Chesapeake	FY 14	FY 17	Marketing and Outreach Pages 93-94		YES	Improve visitation and experience  An inventory of “points of interest”; verify and update annually	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference – page # and descriptive title	If not in HAMP, indicate why it is a priority.	TIZ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
Provide access to ‘subject matter experts’ on a variety of historical, natural and cultural topics	Develop a list of engaging speakers and presenters	LSHG	Historians, wildlife experts, Subject Matter Experts; Engaging Speakers	4K per year for various Speakers/ lecturers	MHT DNR, Private and Non-profit Sources	FY 13	FY 18	Interpretation and Education Pages 79-85		YES	Become a resource for schools, civic and community groups by providing access to “guest speakers” Develop a list of Subject Matter Experts; update annually	<input type="checkbox"/> Heritage Product Development <input type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational
Promote historic, cultural and natural awareness	Develop a monthly newspaper column and / or blog  Publicize LSHG news	LSHG	Local newspapers, The Patch and The Dagger	Staff time + 10 K annually	MHAA/ LSHG – private donations	FY 13	FY 18	Interpretation and Education Pages 79-85		YES	Enhance quality of life  Greater understanding of our history and culture  Annually Produce evidence of blog & media coverage	<input type="checkbox"/> Heritage Product Development <input type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational

### Goal 5: Influence Public Planning and Fiscal Policy

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference – page # and descriptive title	If not in HAMP, indicate why it is a priority.	TIZ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
Ensure the goals and objectives of the LSHG Management Plan are integrated in public policy	Identify key public policy documents and renewal schedule  Provide written comment and input to plans and laws	LSHG	Municipal county, state governments Federal agencies; NPS; regional transportation organizations: WILMAPCO, BMC  LSHG supporters	Staff time	MHAA LSHG – private donations	FY 13	FY 18	Section VII Page 51-68 Development And land Use		YES	Consistency of public policy with the LSHG management plan  Greater influence on land use decisions Annually produce evidence of policy impact	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational
Promote the funding of projects and programs that are consistent with the LSHG management plan	Update inventory of supporting programs  Inform decision makers of the public benefit of heritage area development	LSHG	Policy, Planning and Fiscal decision makers in municipal, county and state leaders,  LSHG supporters	Staff time	MHAA LSHG – private donations	FY 13	FY 18	Capital Project plan Pages 109-121		YES	Funding of LSHG priority projects and supporting programs  Annually produce a list of projects and programs funded	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference – page # and descriptive title	If not in HAMP, indicate why it is a priority.	TIZ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
Identify common goals and opportunities to leverage public / private funding for priority capital projects	Identify funding sources and opportunities to promote sustainable development  Monitor external conditions/ seek opportunities (BRAC, Exelon Re-licensing)	LSHG	Municipal, Local, state governments Federal program initiatives; treasured landscapes, America's great outdoors, byways Amtrak, Exelon, Bainbridge	Staff time	MHAA/ LSHG/ private	FY 13	FY 18	Capital Project plan Pages 109-121		YES	Matching investment with opportunities to fund heritage area projects and programs  Annually quantify dollars leveraged and goals achieved	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational
Secure designated revenue source for LSHG and heritage area product development	Support a hotel tax  Support the use of local casino revenue  Join the Community Foundation	LSHG	Tourism industry, Chambers of Commerce,	Staff time	MHAA/ LSHG/ private	FY 13	FY 18	Capital Project plan Pages 109-121		YES	Long term funding strategy for heritage area projects  Annually update progress on achieving designated funding	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational

## Goal 6: Restructure the LSHG Organization to Enhance Effectiveness and Sustainability

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference – page # and descriptive title	If not in HAMP, indicate why it is a priority.	TIZ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
Remain compliant with financial and regulatory agencies	<p>Conform to payroll and accounting standards</p> <p>MHAA compliant</p> <p>Maintain non-profit status</p> <p>Conduct annual audit</p> <p>Timely IRS reporting</p>	LSHG staff	<p>Chris Seiling and Assoc. (accounting)</p> <p>Frank Hajeck and Assoc. (audit)</p>	Staff time	MHAA	FY 13	FY 18	Organizational Structure Board of Directors Page 102-103		YES	<p>Remain an effective and compliant organization</p> <p>Annually certify compliance</p>	<input type="checkbox"/> Heritage Product Development <input type="checkbox"/> Partnership Building <input type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational
Stream-line decision making and enhance board of director's effectiveness	<p>Review, revise and approve bylaws, code of ethics, operating policies and develop LSHG grant agreements</p> <p>Develop BOD handbook</p>	LSHG staff	<p>Board of Directors</p> <p>Attorney</p>	Staff time + Attorney fees (10K)	MHAA	FY 13	FY 14	Organizational Structure Page 102-107		YES	<p>Effective, Efficient and Motivated BOD</p> <p>Approval of re-organization; Policy documents; Train BOD annually</p>	<input type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference – page # and descriptive title	If not in HAMP, indicate why it is a priority.	TIZ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
<p>Expand staff to accomplish the required compliance tasks, mission, goal and objectives of the organization</p> <p>Expand staff to include project managers</p>	<p>Conduct a staffing audit</p> <p>Recruit, train and hire additional skilled staff per audit outcome</p>	LSHG staff + BOD	Management consultant	<p>25K</p> <p>275K (via new designated revenue source)</p>	<p>MHAA Private funding</p> <p>Dedicated Tax revenue (hotel tax, and casino revenue)</p>	FY 14	FY 15	Organizational Structure Page 104-107		YES	<p>Effective and efficient organization with project managers to build this heritage area into a national destination</p> <p>Conduct a staff needs analysis; funding strategy. Issue to BOD</p>	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational
<p>Quantify our Achievements</p> <p>Recognize Partners</p> <p>Plan for capital investment</p>	<p>Identify and promote heritage area development</p> <p>Update the Capital Project Program; Funding plan</p>	LSHG staff	<p>City of HDG</p> <p>Town of Port Deposit</p> <p>Town of Perryville</p> <p>Backwater NWR</p> <p>SSP Bainbridge</p>	Staff Time	MHAA	FY 13	FY 18	Partnerships Page 94-98		YES	<p>Use the 5 year plan template to quantify achievements; Adjust annually</p>	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational



Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference – page # and descriptive title	If not in HAMP, indicate why it is a priority.	TIZ ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
Provide Technical assistance to local governments  (grant application, management, Funding opportunities, bond bills)	Make services Available  Provide Appropriate Staff	LSHG	Local govt.	Staff time  Contractor As needed	MHAA	FY 13	FY 18	Partnerships Page 94-98  5 Year Business Plan pages 111-121		YES	Provide our technical support and Funding  Produce a list of services LSHG provides; Distribute and update annually Quantify service provided	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational
Establish and promote a Mini-grant program	Leverage the 10K that is available From MHAA By seeking Corporate match	LSHG	Department Of Defense Contractors at APG  Exelon Vulcan Connectiv APG FCU Pier One NWIF	10K  + Donations	MHAA Private-Corp.	FY 13	FY 18	Capital Project Amendments Page 123  TIZ amendments pages 123-124		YES	Enhance product Development  Build new Partners  Connect funding with need  Annually quantify # of applicants and groups served	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference – page # and descriptive title	If not in HAMP, indicate why it is a priority.	TIZ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
Enhance our communication tools by developing a targeted database	Update our contact list and develop a Data base with key Information	LSHG	NFWF; Water words that Work;	25K	LSHG, MHAA NFWF	FY 13	FY 18	Partnerships Page 94-98		YES	Enhanced Public awareness of Issues, policy And funding matters Achieve a better understanding of our supporters needs Annually quantify communication And action taken	<input type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational
Enhance Community Awareness and promote Heritage area activity	Update our electronic Tools; renew website, with interactive trail maps and current projects Develop a travel display and print material	LSHG	NFWF Water Words that Work	50K	LSHG, MHAA NFWF	FY 13	FY 18	Partnerships Page 94-98  Interpretation and Education Pages 79-85		YES	Enhanced Public awareness of Issues, policy And funding Matters; encourage use of trails; LSHG support  Quantify # of web hits and speaking engagements	<input type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational

# Capital Program 2013 - 2018



Lower Susquehanna Heritage Greenway  
Capital Program (2013-2018)

	A	B	C	D	E	F	G	H	I	J	K
	Project	Sponsor	Cost	Priority	TIZ	Desired Outcome	CAJO	SSB	Byways	MHAA	
1	Upper Bay signage plan and implementation	LSHG	500,000.00	high	X	visibility, interpretation, education, trail markers, GPS location for safety	X	X	X	X	
2	NOAA buoy interpretation	LSHG	50,000.00	medium		visibility, interpretation, education	X		X	X	
3	Deer Creek to Lapidum Trail	Exelon	120,000.00	high	X	1.9 miles of improved trail	X	X	X	X	
4	Lapidum Landing to I-95	Susquehanna State Park	310,000.00	high	X	2.28 miles of improved trail	X	X	X	X	
5	Lapidum Road, I-95 (Susquehanna Hills) to Vulcan Quarry trail	Vulcan	250,000.00	high	X	3.2 miles of improved trail with scenic overlook	X	X	X	X	
6	North Park trail	Havre de Grace	300,000.00	high	X	1.4 miles of improved trail	X	X	X	X	
7	Lock House to North Park loop	LSHG	60,000.00	high	X	improved trail and footbridge	X	X	X	X	
8	Lock House to Promenade trail	Havre de Grace	75,000.00	high	X	1.7 miles of improved trail	X	X	X	X	
9	Promenade to Swan Creek trail	Havre de Grace	TBD	low	X	3.8 miles of improved trail	X	X	X	X	

Columns H-K represent plan consistence

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Lower Susquehanna Heritage Greenway  
Capital Program (2013-2018)

	A	B	C	D	E	F	G	H	I	J	K
	Project	Sponsor	Cost	Priority	TIZ	Desired Outcome	CAJO	SSB	Byways	MHAA	
11	Conowingo to Octoraro trail	Cecil Co	200,000.00	medium	X	1 mile of improved trail / kayak launch / stream crossing	X	X	X	X	
12	Water access - Cecil	LSHG	400,000.00	high	X	1.2 ac of water access + boat launch and visitor contact center	X	X	X	X	
13	Water access - Harford	LSHG	5,000,000.00	high	X	5 ac of water access, visitors contact center	X	X	X	X	
14	North Park trail gateway; MD Rt 155 @ MD 763	Havre de Grace/MDTA/SHA	510,000.00	high	X	signage, streetscape, scenic vista	X	X	X	X	
15	Lilly Run Trail Linkage to David Craig Park	Board of Education, Havre de Grace	2,600,000.00	high	X	education, recreation, water quality, TMDL	X	X	X	X	
16	Native American emergence plan and Bald Friar Petroglyphs	Exelon	TBD	high	X	education, interpretation, return petroglyphs to origin, study of pre-historic language	X		X	X	

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Capital Program (2013-2018)

	A	B	C	D	E	F	G	H	I	J	K
	Project	Sponsor	Cost	Priority	TIZ	Desired Outcome	CAJO	SSB	Byways	MHAA	
17	Lapidum Lock, Susquehanna Canals (Harford and Cecil)	Archeological Society	115,000.00	low	X	underwater documentation, survey,			X	X	
18	Easement - Principio Furnance	LSHG	in-kind	high	X	Artesian Center for Archeological Research - 228.6 ac		X	X	X	
19	Rock Run Park and kayak launch	Exelon	in-kind	high	X	water access, boat launch	X	X	X	X	
20	Lighthouse Keepers Dwelling reconstruction master plan	Friends Concord Point	300,000.00	high	X	interpretation and education		X	X	X	
21	Vulcan trail scenic over-look	Vulcan	250,000.00	medium	X	Trail connection between Susquehanna State Park and Havre de Grace	X	X	X	X	
22	US Naval Training Center Bainbridge Museum	Bainbridge Museum	50,000.00	medium	X	interpretation and education		X	X	X	
23	Decoy Museum improvements	Decoy	300,000.00	high	X	public access, interpretation, education	X		X	X	

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Capital Program (2013-2018)

	V	B	D	F	L	G	H	I	J	K
	Project	Sponsor	Cost	Priority	TIZ	Desired Outcome	CAJO	SSB	Byways	MHAA
24	Maritime Museum - Boat builders school	Maritime Museum	288,000.00	high	X	public access, interpretation, education, decking , pavilion, elevator	X		X	X
25	Steppingstone Museum	Susquehanna State Park	TBD	medium		scenic overlook and pole barn	X	X	X	X
26	Lock House Enhancements	Lock House Museum	100,000.00	high	X	facility maintenance, interpretation and education	X	X	X	X
27	Swan Harbor Farm	Harford Co	1,300,000.00	medium	X	waterfront access, conservatory for events and trails	X	X	X	X
28	Waterfront - amphitheater (HDG)	Havre de Grace	TBD	medium	X	open air, venue	X	X	X	X
29	Waterfront - amphitheater (Perryville)	Perryville	TBD	medium	X	open air, venue	X	X	X	X
30	David Craig Park Improvements (river - crossing)	Harford Co	5,000,00.00	high	X	Pedestrian river crossing	X	X	X	X
31	Garrett Island Access	Fish and Wildlife	TBD	high		public access, interpretation, education	X	X	X	X

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Capital Program (2013-2018)

	A	B	C	D	E	F	G	H	I	J	K
	Project	Sponsor	Cost	Priority	TIZ	Desired Outcome	CAJO	SSB	Byways	MHAA	
32	Map Turtle Breeding and Education Center	Port Deposit	300,000.00	high	X	Gas House renovation, interpretation, education	X			X	
33	Veteran Trail	Perryville	250,000.00	high	X	public recreation, trail linkage; Rodgers Tavern to Community Park via Veterans Admin easement and shoreline	X	X	X	X	
34	Bainbridge Trail easement	Port Deposit	150,000.00	low	X	trail linkage to BDC			X	X	
35	Havre de Grace Opera House Renovation/ Rehab	Havre de Grace	3,000,000.00	high	X	performance and arts center	X	X		X	
36	Hopkins Quarry Development plan	Cecil Co	800,000.00	medium	X	public recreation, trails,	X	X	X	X	
37	River crossing - North	NPS	TBD	high	X	river crossing - linking SSP at Lapidum with Downtown Port	X	X	X	X	

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Capital Program (2013-2018)

	A	B	C	D	E	F	G	H	I	J	K
	Project	Sponsor	Cost	Priority	TIZ	Desired Outcome	CAJO	SSB	Byways	MHAA	
38	River crossing - South	NPS	TDB	high	X	river crossing - linking HDG to Perryville (including Garrett Island)	X	X	X	X	
39	Garrett Island Access plan	National Fish and Wildlife Service	TBD	high	X	Public Access plan + docking facilities to link Havre de Grace and Perryville (high- speed water taxi)	X	X	X	X	
40	Logan's Wharf Development	Port Deposit	TBD	low	X	public water access, recreation	X	X	X	X	
41	Owen's Landing Development	Perryville	TBD	medium	X	public water access, recreation	X	X	X	X	
42	Kinsley Property trail to Swan Harbor Farm	Havre de Grace	TBD	low	X	trail linkage HDG to Swan Harbor Farm	X	X	X	X	
43	Scenic Byway Corridor Management Plan	LSHG	150,000.00	high	X	Planning	X	X	X	X	
44	Cecil County Pedestrian Plan	Cecil Co. / WILMAPCO	in-kind	high	X	Planning	X	X	X	X	
45	Port Deposit Pedestrian Plan	Cecil Co. / WILMAPCO	in-kind	high	X	Planning	X	X	X	X	

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Capital Program (2013-2018)

	A	B	C	D	E	F	G	H	I	J	K
	Project	Sponsor	Cost	Priority	TIZ	Desired Outcome	CAJO	SSB	Byways	MHAA	
46	Harford County Bike / Ped Plan	Harford Co	in-kind	high	X	Planning	X	X	X	X	
47	Havre de Grace Corridor Management Plan	Havre de Grace	in-kind	high	X	Planning	X	X	X	X	
48	Window Replacement and weatherization	Lock House Museum	85,000.00	high	X	Maintenance	X	X	X	X	
49	North Wall repair and exterior drainage	Lock House Museum	35,000.00	high	X	Maintenance	X	X	X	X	
50	Canal Lock stabilization	Lock House Museum	25,000.00	High	X	Maintenance	X	X	X	X	
51	Temperature controlled storage for artifacts	Lock House Museum	25,000.00	high	X	HVAC upgrades	X	X	X	X	
52	Pier replacement - 50ft @ Lock house	Havre de Grace	50,000.00	low	X	water access, boat launch	X	X	X	X	
53	Heritage Area Museum's Strategic Plan	LSHG	20,000.00	medium	X	Planning	X	X	X	X	

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Capital Program (2013-2018)

	A	B	C	D	E	F	G	H	I	J	K
	Project	Sponsor	Cost	Priority	TIZ	Desired Outcome	CAJO	SSB	Byways	MHAA	
54	Upper Bay Branding - Heritage Area Sites (websites / e-media)	Harford Co. / Cecil Co / Havre de Grace Tourism	50,000.00	high	X	Enhance the visitor's experience, destination marketing	X	X	X	X	
55	Appraise Museum Collection	Decoy	10,000.00	high	X	Preservation	X	X	X	X	
56	Energy audit and lighting replacement	Decoy	50,000.00	medium	X	Maintenance	X	X	X	X	
57	Environmental Center (design, engineering, construction)	Decoy / Maritime	750,000.00	low	X	Education and Interpretation	X	X	X	X	
58	Elevator	Maritime Museum	90,000.00	low	X	ADA compliance	X	X	X	X	
59	Outdoor Pavilion	Maritime Museum	100,000.00	low	X	outdoor venue	X	X	X	X	
60	Replacement of Decking	Maritime Museum	75,000.00	medium	X	Maintenance and enhancements	X	X	X	X	
61	Green Street Pier	Havre de Grace	250,000.00	high	X	water access, boat launch	X	X	X	X	
62	Hutchins Park Pier	Havre de Grace	250,000.00	high	X	water access, boat launch	X	X	X	X	

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Capital Program (2013-2018)

	A	B	C	D	E	F	G	H	I	J	K
	Project	Sponsor	Cost	Priority	TIZ	Desired Outcome	CAJO	SSB	Byways	MHAA	
63	Conowingo Visitors Center - pedestrian bridge	Exelon	250,000.00	low	X	create a pedestrian linkage from visitors center to trail (across US RT 1)	X	X	X	X	
64	Pedestrian River Crossing (Perryville to Havre de Grace)	LSHG / SHA	50,000.00	high	X	Planning grant; coordination with Amtrak	X	X	X	X	
65	Trail development plan	LSHG, NPS - Rivers, Trails and Conservation Program	100,000.00	high	X	trail assessment, segment priority, funding strategy	X	X	X	X	
66	Logan's Wharf Development	Port Deposit	250,000.00	medium	X	boat ramp replacement, kayak launch, boat trailer parking	X	X	X	X	
67	Bainbridge Trail	Bainbridge Development Corporaiton, LSHG, Ceci Co.	150,000.00	low	X	improve 6 miles of trail from Bainbridge to Colora (rails recently removed, minor improvements needed)			X	X	

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Lower Susquehanna Heritage Greenway  
Capital Program (2013-2018)

	<b>Project</b>	<b>Sponsor</b>	<b>Cost</b>	<b>Priority</b>	<b>TIZ</b>	<b>Desired Outcome</b>	<b>CAJO</b>	<b>SSB</b>	<b>Byways</b>	<b>MHAA</b>
68	Lafayette Trail	Havre de Grace and Historic Preservation Commission	10,000.00	high	X	3.5 miles of existing trails, trail markers, wayfaying signage and maintenance	X	X	X	X
69	SkipJack Martha Lewis	Chesapeake Heritage Conservancy	100,000.00	high	X	Repair the hull, sails, riggings for continued use as a "floating museum" and educational experience	X	X	X	X
70	Hosanna School In	Friends of Hosanna	TBD	medium		interpretation and education			X	X
71	Temperature controlled storage for artifacts	Steppingstone Museum Association, Inc.	\$15,000	High	X	Energy audit and replacement of HVAC units	X	X	X	X
72	Renovation of public use facilities	Steppingstone Museum Association, Inc.	\$80,000	High	X	Renovate pavilion and comfort stations, replace roofs	X	X	X	X

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Capital Program (2013-2018)

	V	B	D	F	L	G	H	I	J	K
	Project	Sponsor	Cost	Priority	TIZ	Desired Outcome	CAJO	SSB	Byways	MHAA
73	Restoration of Historic Structures	Steppingstone Museum Association, Inc.	\$150,000	High	X	Stabilize and restore farm house, wheelwright shop, display barn, and corn crib	X	X	X	X
74	Steppingstone Museum Improvements	Steppingstone Museum Association, Inc.	\$300,000	Medium	X	Public access, ADA compliance, interpretation, education, exhibits	X	X	X	X
75	Steppingstone Multi-Purpose facility	Steppingstone Museum Association, Inc.	\$2,000,000	Low	X	Public access, rentals, non-profit access to certified kitchen	X	X	X	X
76										
77	<b>TOTAL</b>		<b>22,538,000.00</b>							

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## Heritage Area Accomplishments 2003-2012

This document provides a summary of our accomplishments including capital investment, projects, programs and initiatives that support the development of the Lower Susquehanna Heritage Area. We seek to explain, quantify and celebrate the hard work and achievement of our supporters and partners.

### Background:

The Lower Susquehanna Heritage Greenway began by the assembly of local volunteers who shared a passion for our local history and quality of life. This local community based committee, met regularly to discuss ways to accomplish shared goals of expanded recreation, cultural understanding, historic preservation and economic development. The group met regularly from 1993 – 1996 and worked on a few projects.

In 1996, the Maryland General Assembly passed House Bill 1; creating the Maryland Heritage Areas Program to be managed by the Maryland Heritage Area's Authority known as MHAA. At that time, the LSHG committee realized they could achieve their goals by developing a regional plan and applying to become a State Heritage Area.

The LSHG committee was granted funding from the Heritage Program to develop what is now our Heritage Area Management Plan. Several community input meetings and work sessions were held thus a community-based plan was created.

The plan was completed in 2000 and over the following three years the plan was legislatively adopted as a part of each political subdivision's Master Plan. Between 2000-2003, the Cecil County Council, the Harford County Council, the Mayor and City Council of Havre de Grace, the Mayor and Town Council of Perryville and the Mayor and Town Council of Port Deposit all passed the required legislation to apply for designation as a State Heritage Area.

The Maryland Heritage Area's Authority designated the Lower Susquehanna Heritage Greenway, Inc as the Management entity for the Lower Susquehanna Heritage Area in 2003. Our primary responsibility is to implement the goals and objectives within our certified heritage area management plan and the 5 year strategic plan (2013 – 2018). Both plans include a comprehensive capital project plan of locally prioritized heritage area development projects. Annually we engage in local capital project planning to ensure consistency with budget or programmatic priorities.



## Our Initiative and Programs

The LSHG's staff facilitates heritage development by providing project and grant management, technical support and professional resources to our partners. We pursue program initiatives and develop funding programs. Upon request we identify funding sources, write proposals, grants and project support documents. LSHG is responsible for initiating and facilitating various county, state and federal initiatives that benefit heritage area development. We are required to quantify and report progress regularly to the Maryland Heritages Areas Authority.

Building heritage area infrastructure was only possible through partnerships, collaboration, targeted investment, and careful execution of our plan. Together with our partners a total of 12.4 million dollars has been invested in heritage area product development with 11.1 million coming from private and grant funding directed by LSHG.

We seek and engaged in numerous state and federal initiatives and planning efforts that share common objectives and consistency with our heritage area plan. We have planned and hosted special events and directed several heritage area marketing efforts.

## Our Goal: National Heritage Area and Trail Status

In 2003, we began working with some visionaries on the concept of creating national historic trails around the Chesapeake Bay. Knowing that the process is long (6-15 years) and requires enormous documentation and several Acts of Congress, our Board decided to fully engage in the process and commit the staff resources necessary for inclusion in any and all future National Trails planning efforts.

To achieve National Trail designation we were first required to fully and completely document and authenticate the national significance of our trail route, its influence on the Nation and its potential for historic interpretation. Once we achieved this threshold, an Act of Congress was required to approve and fund a feasibility study. After a year of federal advocacy, the study of the area was conducted by the National Park Service and LSHG became part of the "study area". The feasibility study was conducted of the proposed historic trail to determine if it meets all of the following criteria in order to proceed:

1. Route established by significant historical use
2. Route must be nationally significant and have contributed and effected American culture

3. Route must have significant potential for public recreation, historical interest, interpretation and appreciation.

The LSHG worked for two years to provide the necessary evidence to certify our compliance with the above required criteria. We were again successful.

The next step required yet another “Act of Congress”; to designate the National Historic Trail. Congressional designation does not automatically include funding; therefore some nationally designated historic trails are never built. The final phase is Congressional Appropriations for a Comprehensive Management and Use Plan to be conducted by the National Park Service. The management and use plan requires public input and will designate “high potential, high priority” segments.

We have worked tirelessly every step of the way to ensure the LSHG was a contribution partner in this process. The outcome far exceeds our wildest dreams.

Today the LSHG is part of (3) National Historic Trails, each with a separate process:

- Washington – Rochambeau National Historic Trail
- John Smith National Historic Trail (CAJO)
- Star-Spangled Banner National Trail and Scenic Byway (SSB)

Recently the LSHG achieved designation as “high potential / high priority for both CAJO and SSB. These designations are a true honor and represent intense labor and tenacity. Our partnership with the National Park Service will assist us tremendously in future funding and trail development.

Other National Designations:

- Chesapeake Bay Gateway
- East Coast Greenway

Other Federal Initiatives we participate in:

Executive Order Designating the Chesapeake Bay a National Treasure  
America’s Great Outdoor Initiative  
Treasured Landscapes Initiative  
Chesapeake Bay Total Daily Maximum Load (TMDL) Initiative

Achieved State and Regional Designations:

- Maryland Scenic Byway
- Mason / Dixon Trail

- Maryland Heritage Area
- Main Street
- Arts and Entertainment District
- State Highway's Administration – Maryland Trails, A Greener Way to Go (LSHG, Top 8 State Priority projects)

Participated in Key Planning Efforts:

- “History Matters” Maryland Humanities Council Interpretative Plan for LSHG
- State Highways Administration River Crossing Feasibility
- Colonial Pipeline Replacement Plan at the Susquehanna River
- Havre de Grace Comprehensive Plan
- Chesapeake Lighthouse Visitor’s Center Plan
- Harford County Master Plan and Land Use Element Plan
- Harford County Transportation Element Plan
- Harford County Historic Preservation Element Plan
- Harford County Natural Resource Element Plan
- Cecil County Comprehensive Plan
- Cecil County Land Preservation, Parks and Recreation Plan
- Perryville Comprehensive Plan
- Maryland Cultural Data Project
- Artisan Center for Archeological Research of Principio Furnace
- Maryland Horse Park Plan
- Cecil County Economic Development Plan
- Swan Harbor Farm Master Plan
- Harford County Priority Preservation Plan
- Harford County Watershed Implementation Plan
- Havre de Grace Sustainable Communities Plan

Boards and Commissions

- Bainbridge Development Corporation
- Maryland Transportation Authority’s Hatem Bridge Advisory Committee
- Havre de Grace Heritage Corridor Committee
- Perryville Greenway Committee
- Port Deposit Greenway Committee
- Secretary of the Interior’s Captain John Smith National Trail Advisory Board

Key Legislative Initiatives

Federal; Congressional Designation and Funding Approval

- Washington – Rochambeau National Historic Trail
- Star-Spangled Banner National Trail
- John Smith National Water Trail

State; Maryland General Assembly Approval

- '06 HB 234 Authorizing local commute rate access to I-95 during Hatem Bridge Construction and established the Hatem Bridge Task Force, membership and end date. LSHG was give a seat on the task force.
- '07 Heritage Program moved from Department of Housing and Community Development to Department of Planning.
- '08 Cecil County gaming legislation; site selected in heritage area (Perryville)
- '08 SB 492 Vehicular Crossing; Use by Pedestrians & Bicycles. Authorization to allow pedestrian and bicycles on the Hatem Bridge at the option of the Secretary of Transportation. Prior state law prohibits this use.
- '08 SB 418 and HB 731; State bond bill for LSHG trail development \$250,000.00
- Full funding Maryland Heritage Program 2005- present

Easements and Land Conservation

Land Acquisitions:

- 2005 Garrett Island – land acquisition
  - 198 acres to U.S. Fish and Wildlife Service
- Conowingo Park @ Octoraro Creek
  - Parcel deeded to Cecil County by Exelon
- Logan's Wharf - land acquisition
  - Deeded to the Town of Port Deposit
- Hopkins Quarry – land acquisition
  - 68.4 acres deeded to Cecil County
- King Property – land acquisition
  - acres deeded to Town of Port Deposit
- Oakington Farm – land acquisition
  - 380.4 acres deeded to Harford County
- Owens Landing – land acquisition
  - deeded to Town of Perryville
- Ice House Park – land acquisition
  - 4 parcels across from Rodger's Tavern

- Mt Ararat Farm Easement – 114 acres
  - Trail easement deeded to Cecil County

#### Easements:

- 2007 Scenic Manor (Guzzo Property) in Havre de Grace
  - utility easement for trail connection
- 2007 in Re-affirmed trail easement through Arundel (Vulcan ) property
  - Trail easement from Havre de Grace to Susquehanna State Park; recorded in land records and condition of zoning case
- Bainbridge trail easement – (parcel is 1,115 acres)
- Canning House Run
  - 4,612 ft. x 8ft trail easement deeded to Town of Perryville
- IKEA Easement
  - 7.5 acres trail easement deeded to Town of Perryville
- Turn Property Easement
  - Waterfront trail easement; deeded to Town of Port Deposit
- Veterans Administration Easement
  - Trail easement deeded to Town of Perryville
- Kinsley Property Easement
  - Trail easement deeded to City of Havre de Grace

#### Leases

- 2003 City of Havre de Grace / MD Transportation Authority
  - Access and use agreement for land under Hatem Bridge
- 2006 Hill Property and First National Bank of North East
  - Maryland Transportation Authority leased land on the east and west bound sides of the Hatem Bridge for a bike rest area in Havre de Grace and Perryville.

#### Environmental Stewardship

##### Re-forestation and tree planting project - 4 years

- 2,500 saplings planted
- Over 500 volunteer hours

##### River Sweep – Watershed clean-up event - 11 years

- Removed 82 tons of common house-hold trash, litter, debris, tires and plastics from local waterways. Less common removals include propane tanks, mattresses, grills a tub and toilet.
- Over 17,000 volunteer hours

## Planned, Hosted, Sponsored and Participated in Special Events

- Events Planned and Hosted
  - 2007 (Spring) John Smith Shallop arrival in Havre de Grace
  - 2007 (Summer) John Smith 400 Events, July 21 and 22,
  - 2008 Chesapeake Bay Interpretative Buoy launch
  - Annual Fundraisers and “Casino Night” (7 years)
- Special Event Sponsorships / Participation (annually & upon request)
  - Museum Fundraisers
  - Lock House Run
  - Havre de Grace High School Musical Mile
  - Perryville Triathlon
  - Port Deposit’s “Raging on the River”
  - Darlington Apple Festival (Annually)
  - Tourism and Travel Shows

## Heritage Area Marketing

- Developed, printed, collaborated and distributed promotional materials
  - Radio Spots from Wilmington to Washington
  - Billboards in Harford and Cecil
  - Portable tent and travel displays
  - Museum Palm Card
  - Heritage Area Brochure
  - Heritage Area Calendar (2008 and 2009)
  - Community Partnership Palm Card
  - North Park Trail Brochure
  - Captain John Smith Boaters Guide
- Co-op advertising
  - Destination Maryland
  - Visitors Guide
  - Baltimore Magazine: ‘Unique on the Chesapeake Campaign’
  - Chambers of Commerce Directories
- Promotional Videos
  - PECO Energy – Land of Plenty
  - Siemens USA – Bringing life back to the water and community;  
Saving the Chesapeake Bay

### Key Events in Early Heritage Area Development (Prior to Certification)

- 1993 LSHG Committee formed by local residents
  - LSHG committee partners included community representatives from Havre de Grace, Port Deposit, Perryville, Harford and Cecil Counties, Maryland Greenway Commission, PECO energy
  - Lower Susquehanna Heritage Greenway Plan
- 1995 (LSHG / Havre de Grace City / Harford County, Susquehanna & Chesapeake Heritage Alliance develop the Havre de Grace's Heritage Park Plan
- 1996 HB1 Creates the Maryland Heritage Program
- 1996 Certified Heritage Area Management Plan written and legislatively adopted by all member jurisdictions
- 1996 LSHG Incorporates; 501C-3
- 1998 LSHG becomes a recognized Maryland Heritage Area
- 1999 (LSHG / Havre de Grace)
  - US Department of Interior Application; National Register of Historic Places Inventory – Havre de Grace Historic District
- 2003 LSHG becomes a certified Maryland Heritage Area (eligible for program and project funding)
- 2004 (LSHG / Harford Co. /Maryland Greenways Commission)
  - Heritage Corridor Plan Developed

Completed Capital Projects 1998 - 2012  
Lower Susquehanna Heritage Greenway and Partners

	A	B	C	D	E	F	G	H	I	J	K	L
	Applicant/Grantee	FY	Project Title	Project Summary	Partners	Original Project End Date	Total Project Cost	Grant Award	Status	Notes		
3	City of Havre de Grace / LSHG	1998	Water Resource Improvement Recon Study	Army Corps of Engineers study of Tydings Park silting and Lilly Run flooding	LSHG	1998	100,000.00	100,00.00	completed	Congressional Earmark: Senator Sarbanes, Congressman Ehrlich		
4	City of Havre de Grace / LSHG	1999	Havre de Grace Visitors Center	Design, engineering and construction of a visitors center at David Craig Park	LSHG, HDG and State Highway Admin (SHA)	1999	530,000.00	423,000.00	closed	withdrawn by City; new site selected - old police station		
5	LSHG/ Havre de Grace Parks and Recreation	1999	Kiosk at (3) locations on the Promenade, educational signage on promenade, signage at Lighthouse, Lock House and Hutchins Park	research and develop educational signage	City of Havre de Grace	2000	250,000.00	220,000.00	closed			
6	LSHG	2002	Land acquisition ; Penn's Beach marina	water access	City of Havre de Grace, Program Open Space, DNR			210,000.00	closed	city council rejected land acquisition, funding rejected		
7	LSHG Federal Ombudsman bill	2003	Rodgers Tavern Pier	750ft pier	Town of Perryville	2003	2,250,000.00	2,000,000.00	completed	Federal earmark: Senator Sarbanes ground breaking 1/2010, ribbon cutting 5/2012		



Completed Capital Projects 1998 - 2012  
Lower Susquehanna Heritage Greenway and Partners

	A	B	C	D	E	F	G	H	I	J	K	L
	Applicant/Grantee	FY	Project Title	Project Summary	Partners	Original Project End Date	Total Project Cost	Grant Award	Status	Notes		
8	LSHG Management Plan	2003	Certified Heritage Area Master Plan	Develop a regional plan for heritage area development; state, county, town legislative approval	20 organizations	2004	320,000.00	175,000.00	completed			
9	LSHG	2003	Bike friendly storm grates	restoration; bike safety	Havre de Grace / LSHG	2003	14,000.00	7,000.00	completed			
10	Friends of Concord Point	2003	Lighthouse Keepers House rehabilitation	restoration; Hurricane Isabel rebuild	MHT	2005	150,000.00	100,000.00	completed			
11	Neighborhood Business Development Grant	2004	Rodger's Tavern Rehabilitation	Internal improvements; Rodgers Tavern	Town of Perryville	2004	40,000.00	32,678.00	completed			
12	Havre de Grace	2004	Boat launch	Jean Roberts' Park	LSHG/ HDG slip user fee/ DNR waterway program	2004	60,000.00	50,000.00	completed			
13												
14	Jetty and Marina Park Pier	2004	Marina Park Jetty	200 Ft. pier	Town of Port Deposit / DNR	2008	1,675,000.00	1,400,000.00	completed			
15	LSHG	2004	Canal Systems	review and document all canals in the area	SHA - TEP funds		140,000.00	112,000.00	closed	funds declined, unable to obtain match		
16	Friends of Concord Point	2005	Lighthouse Keepers House exterior	exterior grounds improvement	MHT	2006	25,000.00	15,200.00	completed			
17	City of Havre de Grace	2005	Havre de Grace sidewalk plan	install signature sidewalk in business district	LSHG /SHA - Rec trails program		40,000.00	25,000.00	closed	grant recalled for in-activity		
18	Exelon Trail	2005	Trail Design	trail design Octoraro creek	Cecil County	2006	180,000.00	100,000.00	closed			

Completed Capital Projects 1998 - 2012  
Lower Susquehanna Heritage Greenway and Partners

	V	B	C	D	E	L	H	I	K	F
	Applicant/Grantee	FY	Project Title	Project Summary	Partners	Original Project End Date	Total Project Cost	Grant Award	Status	Notes
19	LSHG	2005	Wayfaring signage	directional signs for 3 towns	SHA - rec trails: Havre de Grace, Perryville, Port Deposit		50,000.00	27,000.00		funds declined, unable to obtain match
20	City of Havre de Grace	2006	North Park Trail	trail construction / pedestrian crossing	City of Havre de Grace / National Rec Trails	2008	38,000.00	30,000.00	completed	
21	Lower Susquehanna Heritage Greenway, Incorporated	2006	North Park Trail	trail construction / pedestrian crossing	City of Havre de Grace / National Rec Trails	2008	33,000.00	25,000.00	completed	ribbon cutting 5-15-10
22	Lower Susquehanna Heritage Greenway, Incorporated	2006	North Park Trail	trail construction / pedestrian crossing	City of Havre de Grace / National Rec Trails	2008	30,145.00	21,665.00	in-progress	
23	Lower Susquehanna Heritage Greenway, Incorporated	2007	Corridor Management Plan	Development of a corridor management plan for National Scenic Byway designation	all	8/1/2007	170,000.00	130,000.00	in-progress	planning process on-going: delayed due to national trail development
24	Harford County Parks and Recreation	2007	Swan Harbor Pier	construction of a transit pier with kayak launch	POS, LSHG		350,000.00	240,000.00	completed	
25	Perryville	2007	Boat launch	Perryville Community Park	LSHG, DNR waterway program	2007	40,000.00	35,000.00	completed	
26	LSHG	2007	Heritage Area Identity	signage program	all		45,000.00	20,000.00	completed	
27	Town of Perryville, Maryland	2008	Trail Connector to Transient Pier and Water Taxi Dock	trail near Rodgers Tavern	LSHG	12/15/2008	\$64,520.00	\$32,260.00	completed	

Completed Capital Projects 1998 - 2012  
Lower Susquehanna Heritage Greenway and Partners

	A	B	C	D	E	F	G	H	I	J	K	L
	Applicant/Grantee	FY	Project Title	Project Summary	Partners	Original Project End Date	Total Project Cost	Grant Award	Status	Notes		
28	Town of Port Deposit, Maryland	2008	Marina Park Promenade - Memorial Plaza	Veteran's Park	LSHG	06/30/2009	\$200,000.00	\$75,000.00	completed			
29	Lower Susquehanna Heritage Greenway, Incorporated	2008	Harford County Greenway Interpretation Signage	signage at Swan Harbor farm	Harford County Parks and Recreation	07/30/2009	\$63,500.00	\$20,000.00	completed			
30	Lower Susquehanna Heritage Greenway, Incorporated	2008	Trail Construction Pre-Development	engineering for sections of LSHG trail	all	09/30/2009	\$421,066.00	\$100,000.00	completed			
31	Town of Perryville, Maryland	2008	Rodgers Tavern connector trail	trail connecting pier to Canning House Run trail	LSHG / Perryville		\$50,000.00	\$32,000.00	completed			
32	Maritime Museum	2008	John Smith exhibit	Maritime and Indian history	LSHG / HDG museums		\$40,000.00	\$35,000.00	completed			
33	Lower Susquehanna Heritage Greenway, Incorporated	2009	North Park Trail	Move Watervale road bridge	City of Havre de Grace / Harford Co. LSHG	12/31/2010	750,000.00	25,000.00	closed	bridge deemed un-useable for intended purpose		
34	Maritime Museum	2009	exhibit design	John Smith exhibit	LSHG/ Museum alliance/ HDG	7/1/2009	50,000.00	35,000.00	completed			
35	Town of Perryville, Maryland	2009	Rodgers Tavern Facility Readiness Project	Rodgers Tavern infrastructure improvements	LSHG	06/30/2009	\$200,000.00	\$100,000.00	extension requested			
36	Exelon Corporation	2009	Conowingo Fishing Pier and Trail head	new trail, fishing area and boat launch	LSHG	07/01/1905	\$4,500,000.00	\$4,500,000.00	completed			
37	Exelon Corporation	2009	Octoraro Trail	new trail and kayak launch	LSHG/ Cecil County		\$120,000.00	\$120,000.00	completed			
38	LSHG - National Recreation Trails	2009	Octoraro Trail	new trail	Cecil County		35,000.00	24,500.00	completed	project complete		

Completed Capital Projects 1998 - 2012  
Lower Susquehanna Heritage Greenway and Partners

	V	B	C	D	E	L	H	I	K	T
	Applicant/Grantee	FY	Project Title	Project Summary	Partners	Original Project End Date	Total Project Cost	Grant Award	Status	Notes
39	LSHG bond bill	2009	Trail connection	trail construction	Exelon / SSP		350,000.00	100,000.00	completed	final report submitted, Board of Public Works approved
40	LSHG bond bill	2009	Trail connection	trail construction	Exelon/ SSP		500,000.00	150,000.00	completed	final report submitted, Board of Public Works approved
41	LSHG	2010	North Park Trail development	trail / gateway	LSHG / City of HDG	6/30/2010	275,000.00	100,000.00		local adv. Committee established, 1st meeting held
44	LSHG	2010	Rodgers Tavern Phase II		LSHG / Perryville	6/30/2010	200,000	100,000	completed	
45	LSHG	2010	Bond Bill - Rodgers Tavern	trail and tavern re-hab	LSHG / Perryville	7/1/2012	300,000	125,000	completed	signed into law effective July 1, 2010
46	LSHG	2011	Heritage Area Marketing	Destination marketing	LSHG, tourism offices	8/1/2011	80,000	40,000	open	
47	LSHG	2011	Trails Action Plan	Strategic Plan	National Park Service	10/1/2011	in-kind	in-kind	open	
48			Energy audit (windows / lighting)		Maritime Museum	2013	5,000.00			
49			Flooring replacement		Maritime Museum	2012	20,000.00			
50										
51	<b>totals</b>						<b>14,754,231.00</b>	<b>11,112,303.00</b>		

Lower Susquehanna Heritage Greenway  
Upper Bay Long-Term Projects

	A	B	C	D	E
1	Project	Partners	Description	TIZ	
2	Upper Bay National Park initial contact center	LSHG, NPS, Toursim offices (Upper Bay DMO)	waterfront visitors center; beginning of two national trails	X	TBD
3	Comfort stations (4)	LSHG, Perryville, Port Deposit, Susquehanna State Park and Havre de Grace	public restrooms (Tydings Park / Perryville boat launch model)	X	130,000.00 each
4	Waterfront Hotel	Private Investor	100-150 rooms, boutique hotel	X	TBD
5	Susquehanna Museum addition	Susquehanna Museum, Havre de Grace and MHAA	Museum expansion for educational purposes and exhibit space	X	TBD
6	Hopkins Quarry master plan	Cecil County / American Legion	develop a trail head at "Smith's Falls", with covered pedestrian bridge	X	TBD
7	Rock Run Historic Area Master Plan	Susquehanna State Park	develop a trail head at "Smith's Falls", with covered pedestrian bridge	X	TBD
8	Lapidum Canal restoration	Susquehanna State Park	canal and lock stabilization	X	TBD
9	Water trail connection to Aberdeen Proving Ground	U S Army, NPS	APG has existing boat ramps and kayak launches	X	TBD

Lower Susquehanna Heritage Greenway  
Upper Bay Long-Term Projects

	A	B	C	D	E
1.0	Project	Partners	Description	TIZ	
1.1					
1.5	Trail Connector - IKEA	Town of Perryville, IKEA	utilize the existing 7.5 mile right of way to connect Rodger's Tavern, the Veteran's Admin, Community Park to Principio	X	100,000.00
1.3	Trail Connector - Perryville to Port Deposit	Cecil County/ Perryville/ Port Deposit and Rail	develop a trail plan to connect Port Deposit and Perryville	X	TBD
1.4	Donaldson Brown Center	LSHG, University of Maryland	Develop a partnership - Native American emergence and school of Indian Affairs to determine a permanent site for the Bald Friar petroglyphs	X	TBD
1.2	Mt. Aarat Farm trail	LSHG, Cecil County Land Trust	Use the existing trail easement to construct a trail linkage from Frenchtown Road to Bainbridge including a steam crossing	X	200,000.00