Montgomery County Heritage Area
Management Plan

Prepared for the

Montgomery County Heritage Area Advisory Committee

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Executive Summary

In a region known for the high energy, high education levels, and hard, long working hours of its citizens, it is important that leisure activities provide both a respite for the spirit and intellectual stimulation. In an area with residents from many backgrounds, countries, ethnicities, and more, it is necessary to provide varied and multi-disciplinary pursuits that resonate with different populations. In a county that holds a wealth of natural and historic resources, it is essential that they be protected while at the same time made accessible for the enjoyment of residents and visitors. A group of county leaders proposes a heritage area to meet all these requirements.

With a past stretching beyond Colonial times, Montgomery County has a long history evidenced by rich cultural and historical resources. As the population of the area has exploded in recent decades, there has been a growing awareness of the importance of heritage programs and a higher profile for the history and heritage resources of the county. The Montgomery County Heritage Area is an initiative created by county leaders who seek to raise the profile of the county's heritage, ensuring that residents and visitors alike understand and value the county's full past.

Montgomery County Heritage Area

This document is the culmination of three years of deliberations and planning by Montgomery County's cultural and preservation leaders, county officials, and business leaders, all of whom see value in strengthening the link between the county's past and its future. Partly, the group has been responding to an opportunity posed by a new state program; the purpose of the Maryland Heritage Areas Program is to enhance the state's appeal to travelers who love history and culture, thereby creating greater economic activity and a healthier regional and state economy. Funds from the program can be used to rehabilitate historic buildings, develop exhibits and educational heritage programs, produce guidebooks and communication materials, and even support a staff coordinator. Seizing this opportunity, the group has been pursuing designation of the Montgomery County Heritage Area (MCHA).

A key step in the designation process is preparation of the Management Plan for the proposed heritage area – to give the initiative strategic direction, an action agenda, and a framework for implementation. A diverse Advisory Committee representing many perspectives and organizations developed the plan with support from staff at Maryland-National Capital Park and Planning Commission (M-NCPPC) and assistance from a consultant team of heritage planners, market analysts, and designers. Advisory group meetings have been lively and interactive, as have the several public workshops held during the plan's development.

The state program's goals – tourism and economic development – presented challenges in Montgomery County for two reasons: many of the county's heritage resources lie in residential areas, where increased activity is not appropriate, and the county already has a very strong economy. Nonetheless, the Advisory Committee successfully addressed these important issues, and what has emerged is a vision and goals that balance benefit to residents and visitors alike. The Management Plan centers around the vision (which fast-forwards a decade and describes what has happened) and four overarching aims:

Montgomery County's sense of its place in history today is deeper and stronger than one could have imagined a decade ago. The Montgomery County Heritage Area has fostered this recognition in residents and, increasingly, in visitors who are discovering the county's weekend getaway potential. The Heritage Area has been an important vehicle for collaboration among the county's several historical societies, historic preservation groups, heritage attractions, parks system, conservation groups, cultural programs, and the Conference & Visitors Bureau. They have worked together to:

Raise the Profile of Montgomery County's Heritage. By making stronger connections, physically and intellectually, the heritage area initiative has enabled people to discover the depth and breadth of history here and to find the authentic. The interpretive framework has become a powerful context that links our lives today to the stories of people, places and events that have shaped the county. Engaging information materials make better sense of the richness of the county's formerly 'hidden' heritage sites.

Foster Stewardship of Historic Buildings & Sites. Interest in and support for historic preservation has never been greater. Because of the strong county historic preservation program under an effective preservation ordinance, more resources are being recognized and protected. More financial resources, both public and private, are available to fund the conservation and adaptation of historic buildings and sites. The county government has expanded its role as steward of the historic structures that are

owned by the county or by the county parks department. Preservation and adaptive reuse of public properties include a public-private partnership program for park historic sites

Bring the County's History Alive. The Heritage Area's key concentration began with three themes:

- Farming History
- Quakers & the Underground Railroad
- Technological Innovation

Matching funds from the Heritage Area have enabled many heritage partners to create exhibits, programs and events around these three core ideas. Heritage and nature trails in parks and town centers have informative waysides that enable people to understand the landscape that surrounds them. Several institutions have expanded their audiences with enhanced facilities, exhibits, and programs. Major heritage events, including Farm Tour and Harvest Sale, Heritage Weekends, and Maryland Emancipation Day are particularly popular with families and children. As a result of strong partnerships with Montgomery County Schools, children throughout the county are engaged in a variety of innovative learning experiences and have a strong sense of their community's heritage.

Encourage Residents to Become Tourists, Entice Visitors to Stay Longer & Return More Often. With the enhanced profile of history and culture, the contribution of heritage tourism to the county's economy is growing. Historic buildings have become restaurants, bed & breakfasts, art galleries and shops. With scenic drives and bicycle routes, and interesting places to stay and eat, Montgomery County has become a nearby weekend getaway, and more residents are choosing to explore their own backyard. The Conference & Visitors Bureau works closely with the Heritage Area to promote special 'bring the family' package offerings to business travelers.

The plan's supporting goals and strategies cover interpretation and education, marketing and economic development, and preservation and stewardship. They are found in the "Vision & Goals" section of the Management Plan. Among the goals and strategies are:

- Create economic opportunities that make retaining public and private historic structures financially feasible and worthwhile.
- Optimize the use of historic resources to benefit the public by providing enjoyment, entertainment, and education.
- Provide interesting and accessible heritage tourism opportunities for local residents and for a broader audience, thereby:
  - Increasing the number of county residents who are knowledgeable about local heritage;
  - Increasing visitation at county heritage attractions; and
  - Providing more county school children with access to fun, educational activities at heritage sites.
- Direct heritage tourism activities to where they are wanted and needed and away from where they are inappropriate.
- Strengthen current preservation activities by creating viable uses for historic structures and cultural landscapes.
- Build a whole that is greater than the sum of the parts by linking and marketing diverse historic, recreational, and cultural resources as coherent units.

The initial focus for heritage area programming lies within the portions of the county proposed for designation as a Certified Heritage Area under the state program (shown on the map in the section entitled "Heritage Area Boundaries"). The MCHA encompasses a concentration of heritage resources in settings that retain historic character distinct from surrounding contemporary development. Within the MCHA are the physical settings and heritage resources that are key to three initial interpretive themes: Farming History, Quakers and the Underground Railroad, and Technological Innovation. Heritage programming within the MCHA is eligible for funding support from the state program. The planning process has fostered strong interest from heritage organizations in other parts of the county, and it is expected that following the early successes in implementation, the boundaries of the MCHA will likely be expanded.

The Technological Innovation theme evolved during the planning process, derived from an earlier proposed theme: "Industrial Heritage," which centered on the building of the C & O Canal and the B & O railroad. The current, broader theme captures these early examples and provides opportunity to explore the strong thread of technological innovation underlying the county's evolution. Since the middle of the last century, Montgomery County has been home to the National

Institutes of Health and the National Institute of Standards & Technology. Innovations being made in medicine, genetics, and bioengineering along the I-270 corridor continue two centuries of technological innovation.

From a heritage area planning perspective, however, the expanded theme presents a challenge: the heritage resources associated with it reach well beyond the required geographic boundaries of the MCHA, yet the Advisory Committee believes it to be a promising focus. Initially, interpretive activities will focus on the canal and railroad as transportation and engineering innovations within the MCHA, but later activities will expand the focus to other technological innovation, leading to possible expansion of the MCHA.

Expansion of the proposed "Industrial Heritage" theme to "Technological Innovation" allows for broader inclusion of the county's heritage while still focusing on the importance of early transportation technology developments, such as the B&O Railroad and the C&O Canal.

Projects and Programs

The plan contains a full menu of projects and programs in support of the goals and strategies. Highlights include:

- Creating a "Virtual Visitor Center" on the web, a place where residents and visitors will be able to link into the heritage area experience. They will be able to explore the county's past and its geography, follow the interpretive themes and stories, and build itineraries linking heritage sites, events, and activities. An early focus will be on the three key themes; others can be added later.

- Developing thematic, self-guided tours for the entire heritage area (and beyond) around the key interpretive themes. A well-designed family of maps/guides and publications will cover a range of geographic locations within the heritage area. Lively audio tours can also be developed.

- Developing and installing a well-designed system of interpretive kiosks and panels at key locations, initially in Poolesville and Sandy Spring as well as key locations that interpret the Technological Innovation cluster. They can eventually be added in other locations, always along pedestrian routes.

- Developing an engaging orientation gateway to the Farming History experience in Poolesville, possibly at the historic John Poole House. Poolesville itself can be presented as an archetypal mid-Atlantic agricultural community that has evolved with farming and transportation changes.

The John Poole House is a potential site for orientation and gateway experiences to the Farming History theme.

- Developing an equally engaging orientation gateway for the Quaker/Underground Railroad experience, proposed for the historic Stone Barn at Woodlawn. Envisioned there are exhibits, living history, and experiential programs that engage families and children in the complex stories of tolerance and courage running throughout our history.

- Encouraging "Main Street" revitalization activities in Poolesville, scaled to fit with its rural village quality and possibly including restaurants, galleries, shops, and overnight accommodations.

- Encouraging similar, well-scaled revitalization activities in Sandy Spring. For example, this plan recommends the rehabilitation of buildings for restaurants and shops to serve residents as well as visitors. Recommendations for Sandy Spring also include sidewalk and traffic calming measures to create a more pedestrian-friendly environment in the center of the village.

Sandy Spring (above) and Poolesville hold strong potential for "Main Street" revitalization activities.

The plan is a framework plan, containing both capital projects and programming activities. It has a ten-year horizon, with implementation focused on the early years. Initial cost estimates indicate a capital and programming investment of $2.3 million to $3.0 million.

How Will All This Be Accomplished?

Implementation of the heritage area plan requires partnerships and active collaboration among key heritage leaders. It also calls for strong continuing support from public partners – County Council, M-NCPPC, the Town of Poolesville, the Maryland Heritage Areas Authority, other state agencies, and more.

A management entity is needed and required by the state program, which provides funding to support staff and coordination functions. The Advisory Committee is already transitioning into the Montgomery County Heritage Alliance, whose board will include representatives of the Montgomery County Historical Society; the Conference and Visitors Bureau of Montgomery County; the Montgomery County Arts & Humanities Commission; and Maryland-National Capital Park and Planning Commission, along with heritage, business and civic leaders. Depending on need, the Alliance may evolve into a separate non-profit organization in several years.

Initially, a minimally staffed coordination office is proposed to be housed at the Montgomery County Historical Society. Annual operating costs for coordination are estimated at just under $340,000, including operation of the virtual visitor center website and seed grants for organizational capacity building. Funding sources are anticipated to include county contributions; grants from the Maryland Heritage Areas Authority and other state programs; grants from foundations in the metropolitan area; and private investments and contributions.

Who Benefits?

Montgomery County already enjoys an exceptionally high quality of life, which is a major factor in attracting and keeping businesses. County residents appreciate this and strongly support investments in one of the nation's best public school systems, in an extensive park and trail system, and in the protection of agricultural lands and green space. The county owns a number of important historic sites and invests in historic preservation activities. The heritage area initiative is seen as connecting residents – newcomers, natives, families, and kids – more consciously to the place they call home, thereby adding quality of life value. The projects and programming are also intended to appeal to travelers. Many already come to stay in the county, and if only a small percentage extend their stay to experience the heritage area, the county will derive economic benefit. The heritage area initiative offers the county the opportunity to capitalize on the growing number of travelers who seek authenticity and opportunities to learn about other times and other cultures. In responding to this opportunity, we will learn about ourselves.

Introduction

Montgomery County prepared this Certified Heritage Area Management Plan for submission to the Maryland Heritage Areas Authority. In October 2000, the Montgomery County Heritage Area (MCHA) received a "Recognized Heritage Area" designation from the Maryland Heritage Areas Authority, thereby authorizing the MCHA to move toward certification.[1] By bestowing this designation, the state acknowledged that Montgomery County possesses a significant concentration of heritage resources; the potential for developing heritage sites, projects, and programs; and community support for heritage tourism promotion. The management plan builds on these strengths by identifying the strengths and challenges of the heritage area, recommending an organizational and management structure, outlining strategies for projects and programs, and setting priorities for implementation.

The plan is a culmination of twelve months' work by many parties dedicated to conserving and celebrating Montgomery County's heritage. A citizen's advisory committee comprised of community leaders worked closely with a team of professional planners, designers, and economists to develop the plan. Preservation staff at Maryland-National Capital Park and Planning Commission coordinated the project. A series of community meetings and briefings held throughout the planning process provided critical opportunities for residents to contribute and comment. Newsletters and a project web site provided periodic public updates about the plan's development.

Community Engagement

Fall 2001
- Key Person Interviews
- Project Fact Sheet

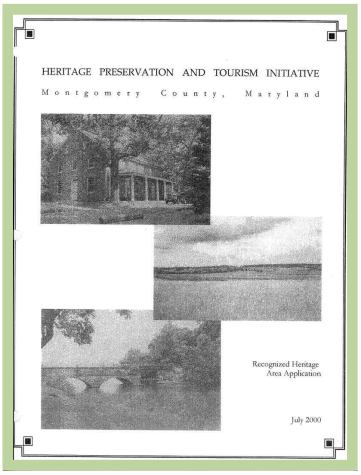
Winter 2001-02
- Newsletter 1
- Community Workshops
- Website

Spring 2002
- Newsletter 2
- Community Focus Groups
- Constituency Briefings
- Community Workshops

Summer/Fall 2002
- Public Meeting
- Constituency Briefings

Purpose

Throughout Montgomery County, heritage resources testify to centuries of complex and interesting history. These resources include multi-generational farmsteads, architecturally significant buildings, remnants of Underground Railroad activity, evidence of the ongoing story of the Quaker community, and early models of technological innovation, such as the Washington Aqueduct and the C&O Canal. However, it can be a challenge to locate and understand the county's heritage, for the region has suburbanized rapidly and the high-profile heritage sites and attractions in neighboring Washington, DC can overshadow even important historic sites in neighboring Montgomery County. Moreover, many of the county's heritage resources are in need of stabilization, restoration, and enhancement.



This plan follows the approval of the Recognized Heritage Area Application (July 2000) and is the final step in seeking Certified Heritage Area designation.

Becoming a Certified Heritage Area represents an opportunity to raise the profile of Montgomery County's heritage for residents and visitors alike. The initiative focuses intensity of funding and effort on specific geographic and thematic portions of the county, telling its stories through the enhancement and promotion of its resources. With that in mind, this plan was created both as a means for achieving Certified Heritage Area status from the State of Maryland and as a guide for the management, development, interpretation, and marketing needed to raise public awareness of Montgomery County's history. It also provides a framework for making future changes to the heritage area.

This plan is being put forth by the Advisory Committee, whose leaders are transitioning into the new management entity for the heritage area. This management entity will be known as the Montgomery County Heritage Alliance, or the Alliance and will oversee the activities of the heritage area.

Montgomery County's Heritage

Although the earliest inhabitants of the area that became Montgomery County were Native Americans, village settlements had long been abandoned by the time John Smith explored the area in 1608.[2] By then, the region had become a buffer zone between the Piscataway Indians of Southern Maryland and the western Shawnee and northern Iroquois. The rich resources of the land made it a popular area for traveling hunting and foraging groups and for quarrying of stone materials. In fact, long before 1600, Native Americans in the area had stone quarries around Piney Branch Road, where they made bowls, projectile points, and other equipment. Several major Indian trails from that time are still traveled by today's automobile commuters on Route 355 and River Road.

When the first Europeans arrived to settle Maryland in the 1630s, Montgomery County was part of Charles, then Prince George's County. Earlier, a few explorers had ventured inland or up the Potomac River, and one, Henry Fleet, wrote in his journal of the area:

> The place is, without question, the most pleasant place in all this country, and most convenient for habitation, the air temperate in summer and not violent in winter. It aboundeth with fish…deer, buffaloes, bears, turkeys, the woods do swarm with them…the soil is fertile but above this place where the falls roar it is exceedingly mountainous.

Though there were many farming-based settlements in Maryland in the 1600s, the land that would become Montgomery County had several natural barriers to large-scale agriculture. There is no navigable river beyond Great Falls, which is in the Piedmont region of the Potomac River Basin, and the fall line there has steep and rocky terrain. Furthermore, the land was not good for growing tobacco, the cash crop of the 17th and early 18th centuries. Despite these barriers, landholders from Southern Maryland were anxious to expand their holdings and bought up many land patents in the area.

By 1715, the land was becoming settled, mostly by tenant farmers renting from absentee landowners, who were tobacco planters and merchants. The system encouraged land speculation because large amounts of property could be bought and immediately rented, requiring the tenant to make necessary improvements. Most housing was built of logs with one room on the first floor and attic sleeping space. There were outbuildings, including

Agriculture played a pivotal role in the development of Montgomery County (Dickerson Farm above). Farming:

- *shaped the landscape, creating expanses of open fields with residential buildings set far apart;*
- *served as the backbone of the county's economy until transportation advances made other options attractive; and*
- *influenced society, with the creation of crossroads villages for buying, selling, and socializing.*

tobacco sheds. In 1729, the population had grown sufficiently to require appointment of the first road overseer, who looked after the roads going from Monocacy to Annapolis and the road from below the falls to Frederick.

Tobacco growers from the Tidewater area settled the southern part of the county while settlers from Pennsylvania were putting down roots in the northern part, growing wheat and other domestic crops. By 1745, the western frontier of Maryland had grown so much that Frederick County was established. Tobacco was equal to cash, and the quantity exported led to the creation of Georgetown in 1751 as a tobacco port and inspection station. More and more people settled in the county, which was becoming more prosperous; housing was upgraded to stone and brick, and Georgetown became quite a busy port. However, despite the prosperity, Montgomery County remained an area of small farms worked by landowners and tenant farmers. Many were slave owners, but most enslaved fewer than five individuals of African descent.

What we know as Rockville today was at the crossroads of the road from Poolesville, the Monocacy to Annapolis, and the main road from Georgetown to Frederick. By the late 18th century, Frederick County had become so populated that on September 6, 1776, the Maryland Constitutional Conventions passed a bill dividing Frederick into 3

counties: Frederick, Washington, and Montgomery. The two new counties were named for war heroes. General Montgomery was from upstate New York and died in battle in Quebec in 1775. The boundaries of our new county were "beginning at the mouth of Rock Creek on the Potomac River and running thence with the said river to the mouth of the Monocacy, then with a straight line to Parr's Spring (origin of the Patuxent) with the lines of the county to beginning." The Northwest Branch of the Patuxent River, the eastern boundary, was a main artery of transportation with mills and bridges. (Now the dams at Triadelphi and Duckett have completely changed the nature of the river.)

The years from 1775 to 1800 were years of change and turmoil. The county provided regiments to the Continental Army and to the units that made up General Smallwood's Maryland Regiment. After the war, the men came home to a land that was showing the devastation that tobacco production can create. As the land wore out, many moved west to new land, but other, industrious landowners began to look at new crops and agricultural methods.

Georgetown grew during the war years and became a major port and supplier for the army. For a short time it was larger and more important than the new port of Baltimore. At the urging of George Washington, it was decided that the new capital city would be created from parts of Maryland and Virginia, and the land, including the portion of Montgomery County that was Georgetown, was ceded in 1792. The new capital, while it brought much wealth and prosperity to the county, took the county's only port and city. Although court and official business functions were already taking place in the county seat at Rockville, Georgetown remained county residents' economic center as well as the place for shopping and society.

New farming methods brought renewed prosperity, and the building boom in the nation's capital created employment. Montgomery County became an agricultural center, with county farmers leading the nation in revolutionizing farming methods. An agricultural exhibition, one of the first in the country, was held in 1846. The refrigerator, invented by Thomas Moore of Sandy Spring in 1803, and later the Chesapeake & Ohio (C&O) Canal, which began construction in 1828, made it possible for farmers to bring perishable products, like milk and butter, into the capital.

The building of the C&O Canal stimulated some economic activity but failed to become the economic engine investors had hoped it would. The canal itself was, however, an engineering marvel, with locks that could lift or lower a boat about eight feet and various creative solutions for moving water and building aqueducts. The C&O, once built, opened up new markets along its route and allowed for easier trading and transport of goods throughout the county and beyond. Many farmers began to diversify crops with wheat, oats, barley, and other grains. Others added or shifted to dairy farms, beef operations, and orchards.

The C&O Canal opened up new markets, enabling local farmers to diversify crops and ship products to consumers outside their community and outside the county.

The African American population consisted of both those who were enslaved and many small settlements of free Blacks throughout the county. While Maryland was a slave state, there were few large plantations in Montgomery County requiring the level of slave labor found in other parts of the state. Because of the large number of free Black communities and the large Quaker and Methodist communities, who were sympathetic to the abolitionist movement, the county played an important role in the Underground Railroad. Most of this activity occurred in Sandy Spring, where the Quakers had freed their slaves in the early 1800s for moral reasons.

The Civil War divided the county; Maryland remained in the Union, but Montgomery County, because of its geographical importance, was immediately occupied by Union troops. Support for the South was strong, and many young men crossed the Potomac to join the Confederate Army. The county's location resulted in both armies marching and countermarching across the landscape and in a number skirmishes. The Battle of Ball's Bluff and General Jubal Early's unsuccessful attempt to take Washington, DC, were launched from Montgomery County. However, though continuously occupied by troops, no major damage occurred, setting the stage for rapid post-war growth in the county because of

its proximity to the nation's capital.

After the Civil War, Montgomery County saw swift development, spurred on by the quick advancement of the Baltimore & Ohio (B&O) Railroad. Opening in 1873, the Metropolitan Branch of the B&O had a major impact on the county's economy through its freight and passenger service. Passenger service, when combined with the introduction of trolley cars, made it feasible for developers to build residential developments in the suburbs of Washington, DC, and the rail line made the county's proximity to the District a pivotal factor in its economy. Many residents lived in the county and commuted to work in the capital, and many farmers sold their goods at markets within and surrounding the city. A metropolitan area was born.

Early suburban development followed the rail and trolley car routes stretching from Washington, DC, and by the late 19th Century, the county began to see large scale, organized land development and homebuilding. Corporations like Chevy Chase Land Company owned interest in the trolley lines, bought

Railroad access for towns along the B&O Railroad line further opened up the county's economy and allowed for the development of suburban housing adjacent to the District of Columbia (Dickerson Station shown above).

large parcels of land, and participated in both developing and financing housing in given communities. This pattern of development slowly shifted the character of the county. In 1920, 78 percent of the land was used for farming, but by 1950, the total acreage in farming was only 67 percent. The trend to suburbanization had begun. Southern county housing developments created conflicting needs with the northern county area, where farms dominated. The demand for new roads, sources of clean water, more schools, and such spurred the creation of Washington Suburban Sanitation Commission, separate taxing districts, a professional police force, and other institutions.

World War II brought more federal agencies and an influx of well-educated professionals to the metropolitan area. Many stayed on after the war, creating unprecedented growth; from the war's end until the 1970s, the county's population doubled every decade. These new residents brought with them a new level of sophistication in their expectations of local government. A movement to change the existing commission form of government into one of home-rule began, and in 1948, the Charter Movement passed. The first Montgomery County Council was voted into office in 1949.

The population explosion slowed somewhat in the 1970s, but by then the stress of unchecked growth was showing. This rapid and continuing suburbanization led to a countywide concern that the agricultural heritage of the area would be lost. In 1981, adoption of the Preservation of Agriculture and Open Space Functional Master Plan established the Agricultural Reserve; this 93,000-acre area designated for farming activities is predominantly located in the northern and western sections of the county. A number of county programs operate within the reserve, offering easements, grants, and other forms of assistance to farmers. The county was again a trendsetter through use of creative methods of urban planning. Today, the average farm size is 147 acres, and 43 percent of farms are larger than 50 acres. Within the Agricultural Reserve, 526 farms and 350 horticultural enterprises can be found. Elsewhere in the county, growth continues today, reinforced by employment trends and by modern day development of the I-270 corridor, the location of a long strand of technology businesses that employ a multitude of highly educated residents.

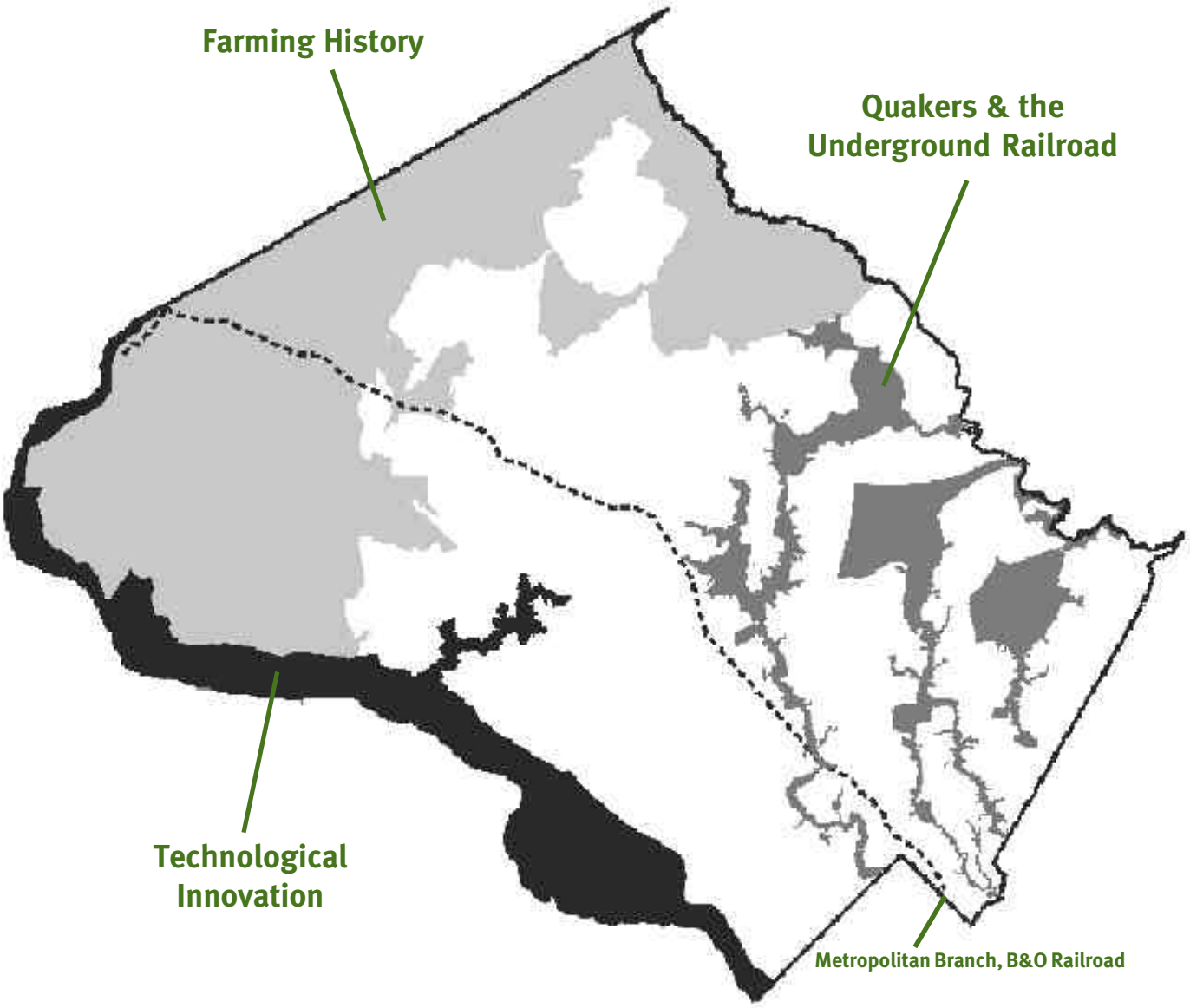
Today, the Agricultural Reserve preserves nearly 100,000 acres of Montgomery County's historic farming landscape.

Heritage Area Boundary

The boundary for the Certified Heritage Area contains most of the geographic area(s) delineated as theme clusters in the Recognized Heritage Area submission; organizers of the RHA submission, many of whom are on the Advisory Committee for this plan, decided to begin with a relatively small heritage area in order to focus existing resources.

The boundaries are based upon the three interpretive themes identified in an earlier stage of planning: Quakers & the Underground Railroad, Farming History, and a third, proposed in the RHA application as "Industrial Heritage" but now focused on Technological Innovation. The Underground Railroad and Quaker Cluster is in eastern Montgomery County and has a boundary that follows the Rock Creek, Northwest Branch, and Sligo Creek Stream Valley Parks, ending up in the Sandy Spring and Brookeville communities to the north. On the map, this cluster has a finger-like appearance.

Montgomery County's earnest commitment to preserving and promoting its agricultural heritage began in 1980 with adoption of the nationally recognized *Master Plan for Preservation of Agriculture and Rural Open Space*. This plan included creation of a transfer of development rights program and an Agricultural Reserve. The boundary of the 93,000-acre Agricultural Reserve (as described in the 1980 plan) basically mirrors the boundary of the Farming History Cluster.



The third cluster, originally planned as "Industrial Heritage," has been expanded into Technological Innovation, which offers more connections to the county at large and reflects key trends in Montgomery County's evolution. The MCHA still includes the originally proposed area/boundary for this third theme because the intent is to begin interpretive development with a focus on transportation heritage (as exemplified by the C&O Canal and the B&O Railroad). This cluster includes two distinct and separate components:

1. Resources along the Potomac River and C&O Canal related to pre-history and to growth and change in the industries that helped Montgomery County grow and prosper from the 17th through the 19th centuries

2. Resources along the Metropolitan Branch of the B&O Railroad, adjoining a number of significant late 19th century Victorian communities.

Within the current boundaries, a number of complementary programs are available to provide investment, incentives, or conservation/stewardship beyond that provided by the State Heritage Areas Program. Some of these overlapping programs are listed below (not inclusive):

- Montgomery County Agricultural Easement Program
- Montgomery County Transfer of Development Rights Program
- Maryland Environmental Trust Easements
- Maryland Agricultural Land Preservation Foundation
- Rural Legacy Program
- Legacy Open Space Program
- Local conservation easement programs, including Potomac Conservancy, Greater Sandy Spring Green Space, and Sugarloaf Countryside Conservancy.
- Montgomery County Historic Easement Program
- Montgomery County Historic Preservation Grant Fund
- Art and Humanities Council Grant Fund

The three themes offer distinctive interpretive potential and create rich opportunities for expansion of the MCHA boundaries and the potential addition of later Target Investment Zones.[3] The county's rich and varied heritage reaches well beyond the geographic boundary and current thematic organization of the Certified Heritage Area. Heritage area leaders chose to begin with a narrowly focused plan – thematically and geographically – to achieve clear and demonstrable results. The need to meet state program requirements was also a factor in this choice. Thus, while the early focus of the heritage area will be on the topics and places described herein, there is likely to come a time when the activities of the heritage area will outgrow the original boundaries and themes. Already there is interest from heritage leaders in Rockville, Gaithersburg, Silver Spring, and elsewhere in being part of the Montgomery County Heritage Area.

Vision & Goals

As presented below, the vision and goals for the Montgomery County Heritage Area are set ten years into the future. They report what the Advisory Committee and others involved in this management plan hope the heritage area will have become after its first decade of work.

Vision: Looking Back from a Decade Ahead

Montgomery County's sense of its place in history today is deeper and stronger than one could have imagined a decade ago. The Montgomery County Heritage Area has fostered this recognition in residents and, increasingly, in visitors who are discovering the county's weekend getaway potential. The Heritage Area has been an important vehicle for collaboration among the county's several historical societies, historic preservation groups, heritage attractions, parks system, and conference & visitors bureau. They have worked together to:

Raise the Profile of Montgomery County's Heritage. By making stronger connections, physically and intellectually, the heritage area initiative has enabled people to discover the depth and breadth of history here and to find the authentic. The interpretive framework has become a powerful context that links our lives today to the stories of people, places and events that have shaped the county. Engaging information materials make better sense of the richness of the county's formerly 'hidden' heritage sites.

Foster Stewardship of Historic Buildings & Sites. Interest and support for historic preservation has never been greater. More resources are available to conserve and adapt historic buildings and sites.

The county itself has become a stronger steward of the many historic structures that are part of the park system, innovatively managing them in partnership with others.

Bring the County's History Alive. The Heritage Area's key concentration began with three themes:

- Farming History
- Quakers & the Underground Railroad
- Technological Innovation

Matching funds from the Heritage Area have enabled many heritage partners to create exhibits, programs and events around these three core ideas. Heritage and nature trails in parks and town centers have informative waysides that enable people to understand the landscape that surrounds them. Several institutions have expanded their audiences with enhanced facilities, exhibits, and programs. Major heritage events, including Farm Tour and Harvest Sale, Heritage Weekends, and Emancipation Day are particularly popular with families and children. As a result of strong partnerships with Montgomery County Schools, children throughout the county are engaged in a variety of innovative learning experiences and have a strong sense of their community's heritage. The state's Civil War Trails Program has complemented these three themes and enhanced the historical profile of the county.

Encourage Residents to Become Tourists, Entice Visitors to Stay Longer & Return More Often. With the enhanced profile of history and culture, the contribution of heritage tourism to the county's economy is growing. Historic buildings have become restaurants, bed & breakfasts, art galleries and shops. With scenic drives and bicycle routes, and interesting places to stay and eat, Montgomery County has become a nearby weekend getaway, and more residents are choosing to explore their own backyard. The Conference & Visitors Bureau works closely with the Heritage Area to promote special 'bring the family' package offerings to business travelers.

The goals set forth by the advisory committee are formulated as a framework for achieving the vision.

Goals: Marketing & Economic Development

Goal: Create economic opportunities that make retaining public and private historic structures financially worthwhile and feasible.

Goal: Optimize the use of Montgomery County's historic resources to benefit the public by providing enjoyment, entertainment, and education.

Goal: Utilize publicly owned historic sites to their highest potential to make full use of public investments.

Goals: Interpretation & Education

Goal: Provide interesting and accessible heritage

tourism opportunities for local residents and for a broader audience, thereby:

- Increase the number of county residents who are knowledgeable about local heritage;
- Increase visitation at county heritage attractions; and
- Provide more county school children with access to fun, educational activities at heritage sites.

Goal: Direct heritage tourism activities to where they are wanted and needed and away from where they are inappropriate.

Goal: Target investment and promotion to locations desirous of heritage visitors.

Goal: Identify travel routes to guide visitors throughout the county.

Goal: Spread knowledge about the county's heritage and its contribution to regional and national history.

Goals: Preservation & Stewardship

Goal: Support existing Montgomery County planning goals for open space conservation by increasing the economic incentives for retaining rural areas and open spaces.

Goal: Strengthen current preservation activities by creating viable uses for historic structures and cultural landscapes.

Goal: Build on the concept that the whole is greater than the sum of the parts by linking and marketing diverse historic, recreational and cultural resources as coherent units.

Goal: Provide an "umbrella" effort under which existing heritage programs can reach a broader audience—there is strength in numbers.

Resources

Inventory

The region's heritage resources – their diversity, breadth, and quality – are at the core of the heritage area. The section that follows discusses types and significance of resources and gives examples within the MCHA. This should not be considered an all-inclusive inventory. A more complete inventory is located in the section titled "Appendix B: Heritage Area Resource Inventory."

Historic & Cultural Resources

The county's history is long and diverse, as evidenced by the wealth of historic buildings and landscapes located here. These resources fall into three categories: National Historic Sites, including National Historic Landmarks and sites listed on the National Register of Historic Places; individual sites in the Montgomery County Master Plan for Historic Preservation; and historic districts given listing at the national, state, and local levels. There are 49 National Historic Sites, more than 20 locally designated historic districts, and 390 individually designated sites listed in the county's Master Plan for Historic Preservation. Within the proposed MCHA, there are 18 designated historic districts. These districts include the National Register of Historic Places district in Poolesville, an area chosen as a TIZ for its rich history as a small commercial center for the surrounding rural population and for its archetypal 17th through 19th century architecture.

There are 18 designated historic districts within the MCHA boundaries, including Poolesville, a National Register of Historic Places district chosen for its history as a rural commercial center and for its architectural quality.

The MCHA also encompasses assets that might not be reflected in a designated district or property. For example, many farms, especially pick-your-own operations, are not locally designated but contribute to the heritage area. Many privately owned properties (both buildings and sites) along the Underground Railroad route have not been designated formally but are important to the narrative of freedom seekers. Properties discussed in *A Walking Tour of the Historic Sites of Sandy Spring, Maryland* and *The Underground Railroad in Montgomery County, Maryland: A History and Driving Guide* include both designated and undesignated sites, all of which are important to telling the stories of the Quaker community and the Underground Railroad.[4]

The Sandy Spring Museum is a repository of historical and cultural artifacts in the heritage area.

Cultural resources – people, arts, crafts, buildings, landscapes, and artifacts – of a region differ from historic resources in that they do not tell a story from the past; rather, they illustrate or explain the way of life, values, and (often ongoing) traditions of a culture. These can range in form from material and performance art to small towns with unique, intact traditions and a distinct quality of life. Examples of the latter can be found in the MCHA in towns like Poolesville. The MCHA also contains a number of African American cultural resources, including culturally significant homes, churches, social institutions, historically Black neighborhoods, and more; a number of these are highlighted in the Maryland Commission on African American History and Culture's *Inventory of African American Historical and Cultural Resources* for Montgomery County. The myriad assets listed in this survey will be particularly important as the MCHA begins to interpret the Underground Railroad and its impact on the county's population and culture.

Cultural resources also include artifacts, which are much smaller tangible evidence of past and present societies. For example, the Montgomery County

Historical Society possesses genealogical information, photos, period furniture, and much more. The Sandy Spring Slave Museum holds over 200 items related to slavery, including shackles, bills of sale, textiles, and rare books. The Sandy Spring Museum holds many artifacts and archival items related specifically to Sandy Spring history. The many museums and heritage collections in the county are available to utilize as storytelling tools for the MCHA.

Natural, Recreational, & Scenic Resources

Montgomery County provides a host of opportunities to explore outdoor natural, recreational, and scenic resources. Publicly owned lands (federal, state, and local parks) provide the most extensive access to the region's natural resources. These include waterways of regional and national significance and an abundance of parks, ranging from small community parks to major recreational nature areas. Each offers its own level of scenic beauty and type of activities.

The C&O Canal Historical Park is the principal federal park in Montgomery County, stretching along the Potomac River and providing numerous opportunities for recreation. It celebrates the waterway designed to connect the Chesapeake Bay and the Ohio River, which had a major impact on the farming industry of the county in its day. The almost level towpath, originally built as a path for mules pulling the canal boats, is particularly suited for hiking and bicycling and provides views of the scenic Potomac River Valley. The towpath runs continuously along the canal and links historic sites along the way, such as the Great falls Tavern at Lock #20 and the Stone Cutting Mill ruins. Visitors may also take a mule-drawn canal boat ride and even camp overnight along the towpath.

The county contains several state parks, offering camping, fishing, hiking, horseback riding, and creek, river, or lakeside water access. Montgomery County also has a well-developed park and trail system with about 30,000 acres owned and operated by the Maryland-National Capital Park and Planning Commission. This system provides typical park experiences, such as hiking and biking on maintained trails or canoeing, and more community-based services, such as children's archeology and summer nature camps.

Montgomery County's extensive park and trail systems offer residents and visitors many opportunities to enjoy the heritage area's natural and scenic resources.

While the scenic character of the county varies from open space and cropland to town centers and commercial strips, there are opportunities to enjoy natural scenic beauty outside of the parks systems, often from a scenic roadway. For example, the C&O Canal Route State Scenic Byway is partially located in Montgomery County. In addition, Montgomery County has a designated rustic roads program, and to date, County Council has designated 66 rustic or exceptional rustic roads. These roads are identified in part for their outstanding natural feature borders, scenic vistas, and/or access to historic resources. They are also located primarily in the western and northern parts of the county, largely in the proposed heritage area boundaries.

Transportation & Other Physical Linkages

Given its geographic size and largely suburban nature, the county's transportation system is largely dominated by the automobile. Major thoroughfares, such as Interstate 270, provide the most expedient way to traverse the region. Key access points to the region are via Interstate 495, Interstate 270, White's Ferry (and White's Ferry Road), Wisconsin Avenue (355), and Connecticut Avenue (185). Currently, north/south driving routes are easier to locate and more often major roadways than east/west routes.

Once in the region, there are a number of networked trails and bicycle paths. M-NCPPC alone has over 100 miles of trail maps available on its website. These will be augmented with the completion of the Legacy Trail, which runs directly through the MCHA. Additional maps/guides direct bicycle traffic along scenic and historic roadways throughout the county and especially in the heritage area.

The railroad played an important role in regional transportation in Montgomery County during the 19th century and also contributed to development in some areas; the presence of the Metropolitan Branch of the B&O Railroad attracted mills, farms, and other buildings to early suburban communities. Today, the rail line traverses Montgomery County's major towns, offering commuter and freight service, with the occasional special excursion trip.

Visitor Resources

Resources available to MCHA visitors consist of attractions, events, hospitality providers, and information sources, all loosely organized.

Attractions are things to see and do that motivate a trip or fill time during a visit. They can be operated by a private business, a not-for-profit institution, or a governmental entity. Heritage-oriented attractions educate the public about the region's history, culture, and landscape. For example, the Sandy Spring Museum and Sandy Spring Slave Museum will both be active storytellers for the Underground Railroad theme within the heritage area. Likewise, the John Poole House will be an important part of the farming theme's presentation within the heritage area.

There are varying interpretive methods employed at heritage area attractions, ranging from display cases of items with small placards to interpretive panels, from guided tours to occasional first person interpretative experiences. Many heritage sites are largely undiscovered and would benefit from increased exposure and/or stronger interpretive programming, incorporating a wider array of methods.

Interpretive panels represent one of many ways to convey information at heritage area attractions. (Washington, DC, Downtown Heritage Trail interpretive panel above)

Special Events and Festivals are scheduled periodic activities. Some continue the traditions of local life, examples of which are the many regular farmers markets within the MCHA. Others are staged events, such as reenactments, meant to represent a historic time or event. A third category is programmed events, which may draw on historical or cultural backgrounds and include some interpretation. Festivals and events of note in the heritage area include History Day, Emancipation Day, the Farm Tour and Harvest Sale, and the Montgomery County Agricultural Fair.

Hospitality Providers provide lodging, dining, and shopping opportunities to visitors. Hospitality providers with a heritage orientation offer these services in a historic setting or style. In the Montgomery County Heritage Area, heritage enterprises are in the minority compared to commercial chains such as Holiday Inn, Chili's, and the Gap. There are, however, some heritage enterprises in the region's smaller towns, such as Bassett's restaurant in Poolesville and the Pleasant Springs Farm Bed & Breakfast in Boyds.

Restaurants owned and operated by locals, such as Bassett's in Poolesville (above), serve as visitor resources while also reinforcing the distinct character of historic towns.

Information Sources provide the information necessary for visitors to make choices. Destinations, attractions, hospitality providers, transportation, and more should be covered in some manner through the MCHA's information sources, which include tour operators, visitor centers, brochure racks, web sites, guidebooks, maps, driving tour pamphlets, and signage. Currently, the main information source for the heritage area is the Conference and Visitors Bureau of Montgomery County (CVB).

Challenges

To be successful, the MCHA will need to address important challenges, most of which involve packaging and marketing. These challenges include competition, development pressures, and public awareness:

Low Profile

Those historic sites in the Washington/Baltimore region that draw significant numbers of visitors are destinations of substantial national visibility, such as Arlington National Cemetery, Mount Vernon, Fort McHenry, and multiple Civil War battle sites. There are also high profile educational/entertaining attractions in the area, such as the zoo, aquariums, monuments, and government buildings, and well known "pseudo-historic" attractions like the Maryland Renaissance Festival, which draws about 225,000 visitors in 19 days of operation. These sites and attractions have name recognition while MCHA and Montgomery County's history in general do not. To succeed, the MCHA must define and distinguish Montgomery County and its rich heritage to its target markets.

Encroaching Development

Heritage experiences are predicated on the offering of authentic, well preserved history. The experience of traveling between sites should not be entirely out of context with the heritage sites themselves. Although Montgomery County has preserved thousands of acres of rural open space through its "wedges and corridors" approach to growth management, development still poses a threat to the preservation of heritage resources. The proximity of new, sometimes incompatible suburban residential development to historic areas like Sandy Spring, Brookville, and Boyds makes the experience of finding and arriving in historic places less satisfying for visitors.

Lack of Critical Mass

Heritage resources are located throughout the county, often separated from one another by unexceptional suburban landscapes. Most other successful heritage areas center on one or more gateway locations, where visitors are encouraged to begin their journeys within the heritage area at large. These gateway locations typically offer historic character, visitor attractions, lodging, dining, and recreational opportunities in close proximity to one another. At the present time, the MCHA does not encompass any singular place possessing all the above characteristics. Central locations like Rockville and Gaithersburg (possible future TIZs for the Technological Innovation theme) are stronger in visitor amenities than in historic character and recreational opportunities while outlying areas like Poolesville and Sandy Spring are more distinct in character and have more attractions but lack visitor amenities. Perhaps there will never be one particular place in the county with ideal critical mass, but this issue must be considered and addressed for visitors, who will require location information for different resources and guidance on how to travel between them.

Competition in the Market

Competition to the MCHA comes from two sources: other heritage sites and attractions, which are manifold and formidable in the Washington area, and all other leisure activities. Leisure activities include everything from professional/college sporting events, recreational activities, and shopping to reading, gardening, and watching television. Potential MCHA visitors are faced with a multitude of other options competing for their free time. However, with a combined resident and visitor market of over 30 million people, only a small percentage of the area's market must be accessed in order to have significant impacts; even a 0.5 percent penetration rate would mean 150,000 visitors for MCHA.

Competition for visitors from the capital city (above) and other nearby heritage-rich areas is only one of the challenges the MCHA is preparing to successfully address.

Markets & Visitation

Visitation Data

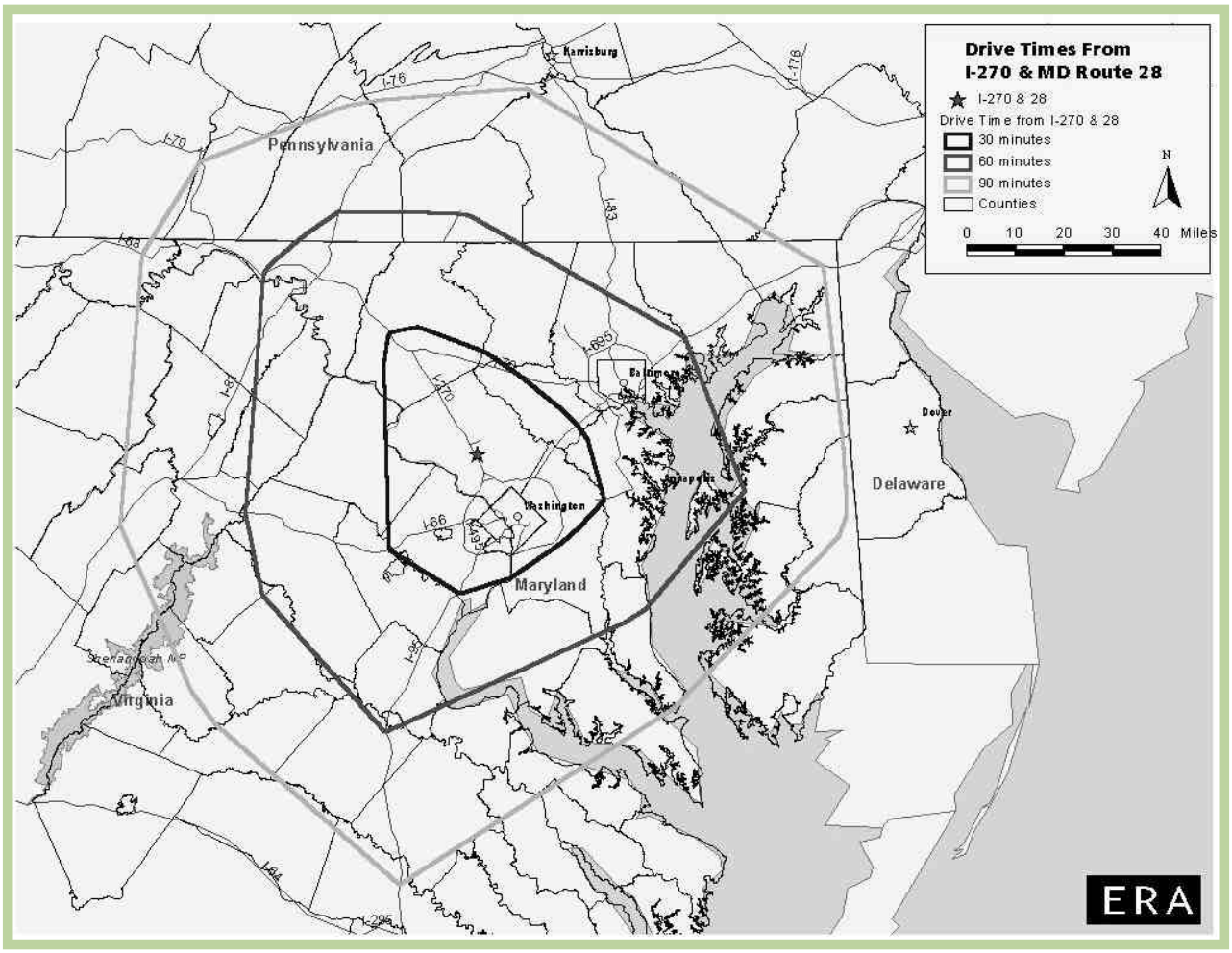
The Washington, DC, region is a major tourism destination. Its plethora of historic and cultural resources and successful market for conventions and business meetings make it one of the nation's top locations for leisure and business travel alike. In 2000, Washington, DC, hosted 9.3 million leisure visitors and 9.9 million business visitors, for a total of 19.2 million visitors.[5] The State of Maryland is divided into five tourism regions, and Montgomery County is located in the Capital Region, which also includes Prince George's and Frederick counties.[6] In 1999, the Capital Region had 2.9 million person-trips, or 16 percent of all trips to the state. This is a cumulative total of 22.1 million annual visitors to Washington and its Maryland suburbs.

Sixty percent of Maryland's Capital Region visitors (compared to 43 percent of visitors statewide) stay in private homes; thus expenditures of $235 per trip among visitor parties to this area are lower than the statewide average of $312 per trip. This low figure may also be a function of small average party size of 1.7 people compared to the state's average of 1.9 people. Capital Region visitors ranked shopping as the top choice for activities; 30 percent said that they shopped. 11 percent attended cultural events or festivals, and only 7.5 percent of visitors went to historic sites or museums, compared with 12 percent of all statewide visitors.

Available Markets

The three different visitor markets for Montgomery County, discussed below, are based upon driving distance from a central point in the county. The three markets are primary (0-30 minute drive), secondary (30-60 minute drive), and tertiary (60-90 minute drive). The central point chosen was the interchange of Interstate 270 and Maryland Route 28/Darnestown Road; this interchange is located along the I-270 corridor between the county's two main centers (Rockville and Gaithersburg), and Route 28 connects the Agricultural History cluster with the Quaker/Underground Railroad cluster.

The graph below shows the primary, secondary, and tertiary markets for the Montgomery County Heritage Area.



Primary Market (0-30 minutes)

The 0-30 minute drive time encompasses all of Montgomery County, the District of Columbia, and Arlington County, Alexandria, and Fairfax County in Virginia. It also includes major portions of Howard, Frederick, and Prince George's Counties (Maryland), as well as small pieces of Anne Arundel County (Maryland) and Loudoun County (Virginia). Within this market, roughly 3.7 million people live in a total of 1.4 million households, creating an average household size of 2.52.

The primary market area has a racially diverse population; 60 percent of the population is White, 28 percent is African-American, 8 percent is Asian, and 4 percent is American Indian or "other." There is also a substantial Hispanic population at 9 percent. In terms of sheer numbers, there are more than one million African-American and over 330,000 Hispanic residents living within a 30-minute drive from the center of Montgomery County.

The primary market area is affluent, with a median household income of $66,000, an average household income of $85,000, and a per capita income level of $33,000. The number of affluent households in the primary area is also tremendous; about 334,000 of the area's households earn more than $100,000 per year (approximately 23 percent of total households).

Regarding the age profile, the primary area is heavily weighted towards the middle of the age pyramid, as 35 percent of its residents are between the ages of 25 and 44, reflecting the number of young professionals living in the Washington area. Fewer than 10 percent of residents are over the age of 65.

Secondary Market (30-60 minutes)

Outside of Montgomery County and the 30-minute drive time area, another 5.7 million people can drive to the county within the easy daytrip time of 30 to 90 minutes. These populations are, generally, less ethnically diverse, more rooted in the Mid-Atlantic region, and less affluent than residents of the primary area. Furthermore, these outlying areas already contain a tremendous amount of well-known heritage sites, including Gettysburg, Fort McHenry, Harper's Ferry, Manassas, St. Mary's City, Fredericksburg, and Annapolis. For these reasons, the secondary and tertiary resident markets are less likely to provide rich sources of heritage visitors to Montgomery County.

The 30-60 minute drive time includes Baltimore City and most of the outlying areas of the Baltimore and Washington regions. This secondary market area is nearly as populous as the primary area, with about 3.2 million residents in 1.2 million households—an average household size of 2.64. However, there is less racial diversity and less affluence; Whites make up 72 percent of the population, and income levels are about 25 percent less. The secondary area is 21.4 percent children under 14 while the primary area is 19.5 percent. The secondary market also has a higher percentage of senior citizens: 12 percent to the primary market's 10 percent.

Tertiary Market (60-90 minutes)

The 60-90 minute drive time area stretches from Maryland's Eastern Shore to York and Lancaster (Pennsylvania) to the Eastern Panhandle of West Virginia, to the northern tip of the Richmond (Virginia) metro area. The tertiary market is sparsely populated; 1.4 million people are spread into 535,000 households, resulting in an average household size of 2.65 persons. This area is the least racially diverse with Whites composing 89 percent of the population. Income levels are by far the lowest of the three areas—average incomes are 30-35 percent below those of the primary market area, and just 10 percent of households earn more than $100,000 per year.

Thus, the MCHA's ability to draw visitors from resident markets more than 90 minutes away is not likely to be strong. However, an important alternative tertiary market could be drawn from the influx of visitors already coming to the National Capital Region and to the state of Maryland (especially to nearby Baltimore and Annapolis) each year.

Area Population Data

Jurisdiction	Residents
Fairfax County, Virginia	970,000
Montgomery County, Maryland	873,000
Prince George's County, Maryland	801,000
Washington, DC	572,000
Howard County, Maryland	248,000
Frederick County, Maryland	195,000
Total Regional Population	***3,659,000***

There is a population base of over 3.6 million people in Montgomery County and its neighboring jurisdictions; however, given the enormity of the regional population, it is more comprehensible to examine the county's available visitor markets through population by driving distance.[7] Since the overwhelming majority of non-business visitors to Montgomery County arrive via automobile, understanding the size and characteristics of daytrip markets is vital to gauging the depth of tourism potential.

Implications of Visitation & Market Data

Montgomery County and its immediate neighbors offer a large, diverse, and affluent population base. Furthermore, the overwhelming majorities of these residents – even those who have lived in the area for years – do not have historic roots in the county and are not likely to know much about its long history. The county and its surrounding area have an aggressive growth pattern: From 1950 to 2000, Montgomery County experienced a 430 percent population increase, growing from 164,000 to 873,000. With such an influx of people, many residents do not have a deeply rooted sense of the county's history or awareness of its many historic resources. Thus, opportunities abound to educate county residents, especially newer arrivals, about its history.

Furthermore, Montgomery County has numerous foreign-born residents, many of whom are recent arrivals as well. According to the 2000 Census, 233,000 of the county's 873,000 residents (27 percent) are foreign born; of these, 73 percent are Asian or Hispanic. Over 100,000 of this foreign-born population arrived during the 1990s, which means that almost 12 percent of all Montgomery County residents have immigrated to the United States since 1990. Not only do these foreign-born populations not possess a sense of Montgomery County's local history; they often lack a strong understanding of American history and may have a strong interest in learning as new residents of the United States. The MCHA is well positioned to provide educational activities for this group because the themes of the heritage area are themes that resonate on multiple levels. Farming, slavery and racial issues, and transportation and technology all have had major impacts both in the United States at large and in Montgomery County.

Based on the facts above, MCHA should focus within the primary market on its own residents first. Although such a focus may yield less dramatic economic gains than targeting outside visitors, this population is more likely to have interest in the story of Montgomery County's heritage, is located close to the heritage area, and may well have interest in the thematic clusters. For example, the racial/ethnic diversity present in the county's population indicates that the Underground Railroad story may resonate well with some residents, especially African Americans. The stories of technological innovation are likely to interest those residents working in technology-related jobs, of which there are many because the technology corridor exists along I-270.

Marketing & Outreach

Current Approach

The Conference and Visitors Bureau of Montgomery County (CVB) takes an atypical approach to market definition and targeting. Its primary market is defined as residents of the Mid-Atlantic States; this market is a short driving trip from the county. Leisure visitors from this market are targeted for lodging, recreation, shopping, and dining opportunities as they travel in or near the county and Washington, DC. A second market targeted by the CVB is that of business travelers; marketing is aimed at extending the stay of business travelers or convincing them to bring other family members along for leisure purposes. Thus, Montgomery County's tourism program focuses on generating economic impacts from nearby visitor markets or visitors already traveling to the region rather than on drawing new visitors to the region from afar.

The CVB has been working on new initiatives to generate greater revenue. For example, a conference center is planned at the White Flint Metro Station. This facility includes a 225-room hotel and will allow the county to accommodate much larger meetings and conventions than can be housed in existing hotel ballrooms and other event venues. Niche marketing through partnerships is another way the CVB works to increase visitation. The organization works with the Maryland SoccerPlex; the Washington, DC, Convention and Tourism Corporation; the Mormon Temple; the National Capital Trolley Museum; and other visitor attractions to help define and target niche markets.

Heritage does not presently garner much attention in the overall marketing of Montgomery County. However, the CVB has an emerging focus on new niche markets that bodes very well for heritage tourism marketing. The MCHA is a critical piece in this new focus; it has been identified as a source for developing historical tours for business and leisure visitors, as well as for local residents. The economic gains realized by marketing to residents and nearby day-trippers will likely be less than those available should marketing focus on bringing more overnight visitors into the county. However, this more narrow focus will maximize the non-fiscal benefits of the heritage area while still offering modest but tangible financial gains.

Strategy Recommendations

- Identity and Image Creation
- Awareness Campaign
- Virtual Visitor Center
- Signage
- Packaging through CVB Partners
- Heritage Activities Calendar
- Orientation Gateways
- Themed Days and Tours
- Market the Experience, Not the Heritage Area or the TIZs

Strategies

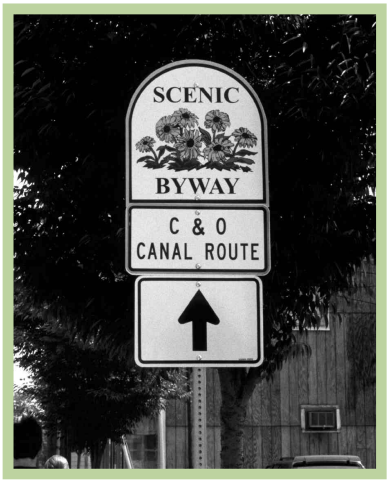
Identity and Image Creation. Should the MCHA establish an identity and image for the heritage area itself or for the organized effort, the Alliance? Here, the need is to create a higher profile for heritage and heritage sites in a modern suburban/metropolitan environment, *not* to create awareness of the name "Montgomery County Heritage Area." The creation of a strategic marketing plan focused on meeting this need is recommended; this plan should address the MCHA's goal of raising the profile of heritage in Montgomery County for both visitors and residents. Looking to the experience of DC Heritage, this has been accomplished through a commitment to a strong graphic identity and high quality graphic design for its website and publications, including interpretive trail panels, maps, guides, etc.

Awareness Campaign. The heritage area must penetrate the clamor of information in the region with its core message(s) in order to reach its constituencies—visitors (including residents), partner organizations, government agencies, elected officials, and potential funders. The MCHA could serve as the collective voice for the county's heritage organizations through marketing, promotion, and awareness raising. To that end, the heritage area should establish an awareness campaign that consists (at a minimum) of an orientation package, a slide show, and a schedule of briefings and press opportunities. The heritage area could also serve as a central clearinghouse, maintaining a

comprehensive contact database and e-mail distribution list for the county's many small heritage organizations.

Virtual Visitor Center. Public workshop participants discussed the need for a central, well organized, and readily accessible source of information on heritage resources in the region. A virtual online visitor center could fill this need, using the web site developed for the planning process (www.montgomeryheritage.org) as a starting point. A good model is the DC Heritage Coalition web site (www.dcheritage.org); in addition to providing updated event information and suggested tours, the DC Heritage web site includes a "make your own itinerary" feature. Visitors can select sites or activities that interest them, add them to their electronic itinerary, and print relevant information, such as operating hours and directions. The virtual visitor center should link to the CVB of Montgomery County and Maryland Office of Tourism Development to allow visitors access to online travel arrangements. In conjunction with this effort, grants could be provided to heritage partners for their own web site enhancement, updates, and usability.

Signage. The cost and complexity of producing and installing way finding signage along travel routes dictates that this approach be considered a major endeavor, requiring a great deal of time to accomplish. An easier approach would be to consider banners; whole communities could be chosen to receive banners based on a set of MCHA criteria. The MCHA could adopt a set of standards for heritage resources and offer banner signage (in conjunction with web site listing and other publicity) to individual sites and attractions meeting the criteria.



Signage is a useful tool for visitor way finding and for community identificaiion. While creating and placing permanent signage can be an expensive and time-consuming process, banners offer a more viable option.

Packages Offered through CVB Partnerships. The MCHA can offer packaged products to regional markets by partnering with the CVB. The heritage area can develop heritage products, which can be offered to hotels as pieces of promotional packages meant to increase length of stay. For example, tickets to Olney theater, a map/guide of the Underground Railroad area, tickets to a polo match, and a biking tour of the Agricultural Reserve are all viable offerings to hotel guests in the county.

Comprehensive Heritage Activities Calendar. Special events, such as festivals, provide a fun opportunity to experience facets of the county's heritage. They attract visitors to sites/communities lacking a permanent heritage attraction, such as a museum. Maintaining and publicizing a comprehensive calendar of existent heritage events and those in development would minimize double-bookings, call attention to gaps in the calendar, facilitate cross-promotion, and enable visitors to easily discover what activities are taking place in the heritage area.

MCHA Gateways. The typical heritage area model tends to be focused around one or a few central locations where visitors arrive, obtain orientation, and enjoy an interpretive experience. These gateways frequently have lodging, dining, and entertainment options nearby, forming the unquestioned heart of the heritage area. The MCHA, however, encompasses three historic themes spread across nearly 500 square miles, where potential visitors arrive from different directions. This calls for a modified approach, utilizing multiple gateways of different forms, for a gateway can be an intellectual and/or physical experience. In its most basic form, a gateway would provide intellectual entry into the geography and history of the county. Therefore, various gateways could be created, ranging from a visitor center with staff to a computerized kiosk at the Bethesda Farm Women's Market.

"Downcounty" should be included in this gateway network, likely using the kiosk model. Other kiosks focusing primarily on the Technological Innovation Cluster should be developed in existing passenger (MARC) rail stations along the Metropolitan B&O Railroad Line. The MCHA can begin with six stations—Silver Spring, Kensington, Rockville, Gaithersburg, Germantown, and Dickerson—at the outset and develop additional gateway experiences as this third theme is explored further; these stations should introduce visitors not only to the third theme but also to the MCHA at large.

Themed Days and Tours. Well-packaged itineraries encourage visitors to experience sites and areas they might not have considered otherwise. Today, if someone who knew little about Montgomery County were interested in taking an historical tour of the county, putting together an itinerary would be a time-consuming and difficult process. This is not to say that information regarding historical sites in the county is not available; to the contrary, there are a myriad of maps, brochures, and websites and other materials available from hotels, museums, historic sites, recreational areas and more throughout the county. However, there is no central, easily accessible source for information regarding heritage attractions and experiences across Montgomery County. A series of themed "days" and tours that can be marketed by the CVB and the MCHA would help guide visitors to the most appealing of the area's offerings.

Publicly Accessible Marketing Language. It is important that MCHA leaders make a distinction between the state's heritage area program and its requirements, and what Montgomery County wants its heritage area to be. The heritage area is envisioned as an opportunity to pilot an interpretive and heritage tourism program that could eventually be expanded throughout the County if sufficient interest and resources emerge. To take advantage of state matching grants and investment incentives that accompany designation as a Certified Heritage Area, the Advisory Committee has settled on two geographic areas as "Target Investment Zones." However, public communication materials about the Montgomery County Heritage Area should not use the terms 'target investment zone' or TIZ to refer to Poolesville or Sandy Spring. Rather, these two communities should be referred to as places where one will find the intellectual gateway to the heritage area themes.

Gateway experiences are typically placed in areas where many visitor services and many heritage resources are concentrated together. The MCHA borders encompass areas with many visitor services and areas with many heritage resources, but no concentration of both together. Thus, gateway formation requires creative thinking. One recommendation is to place orientation information and kiosks pertaining to the heritage area at large and specifically to the Technological Innovation theme in several train stations along the Metropolitan Line of the B&O Railroad.

Heritage Resource Conservation & Enhancement

The integrity of a heritage area experience rests on the veracity and quality of its heritage resources—the historic buildings, sites, landscapes, and communities that serve as tangible evidence of a region's history. Thus, preserving and enhancing heritage resources is a pivotal component of any heritage development strategy. Rapid growth and suburbanization in Montgomery County have resulted in a loss of farmland, open space, and historic sites, but steps are being taken in the public and private sectors to slow and even reverse this trend through preservation and conservation.[8]

Land Conservation

Within the State of Maryland, Montgomery County is considered among the most progressive counties in agricultural land conservation. The county has taken an active role in conservation, protecting more than 50% of its agriculturally zoned land. The county has a *Master Plan for the Preservation of Agriculture and Rural Open Space*, and it actively participates in state and local programs aimed toward the preservation of agricultural lands and rural character. These include (not comprehensive):

- Maryland Agricultural Land Preservation Foundation
- Maryland Environmental Trust
- Maryland GreenPrint Program
- Rural Legacy Program
- Montgomery County Agricultural Easements
- Montgomery County Transfer of Development Rights (TDR) Program
- Rustic Roads Master Plan

In addition to agricultural land, Montgomery County has been actively conserving open space and creating parks. The Maryland Department of Natural Resources' Open Space Program mandates that counties adopt a County Park, Recreation, & Open Space Plan to remain eligible for grant funds. The state guidelines require an increased emphasis on natural and historic resource preservation in addition to projections for future recreational facilities.

The open space and agricultural land protected by Montgomery County's conservation programs form scenic, pastoral vistas and attractive, barely interrupted landscapes.

Legacy Open Space is a county-level initiative to preserve the county's open spaces and distinctive resources. Based upon a $100 million, 10-year commitment of public and private funds, it is the county's first comprehensive plan of its kind, providing guidelines for the protection of unprotected open space, watershed lands, and historic properties using land or easement purchase.

Historic Preservation Programs & Ordinances

Many of Montgomery County's historic sites and districts have been identified and are protected by local ordinances. Historic districts are formulated to provide protection to heritage-rich areas, most often through the authority of a Historic Preservation Commission to review changes within each district. This provision is made through the *Master Plan for Historic Preservation* and the county's Historic Preservation Ordinance, which provide the basis for the preservation of historic and cultural resources.

Montgomery County is fortunate to have many organizations dedicated to preserving local history. There are several local preservation organizations; the following list is not comprehensive:

- Historic Medley District, Inc.
- Montgomery Preservation, Inc.
- Montgomery County Historical Society
- Peerless Rockville
- Historic Takoma, Inc.
- Silver Spring Historical Society

Furthermore, through the county's open space conservation programs, more and more historic resources have come under public ownership. Not all are being utilized to their fullest potential at this time, and it is in this context that the following strategies are recommended.

Strategy Recommendations

- Preservation Policy for County-owned Historic Resources
- Income-producing Opportunities for Historic Buildings
- B&O Railroad Station Enhancements
- Heritage Preservation Grants

Strategies

Preservation Policy for County-owned Historic Resources. The county owns a number of historic structures, many acquired as portions of farms bought for open space preservation or parks and trails. The parks department utilizes a limited number of these buildings for offices or program space; others, such as Woodlawn, have been maintained with some level of historical integrity and are available for limited public or private use (receptions, dinners, etc). Farm complexes often have outbuildings, barns, and other structures, some of which are of historical interest. As the county continues to pursue its admirable open space acquisition policy, it is likely that more historic resources will be added to the portfolio of the parks department. While the staff is sensitive to historic preservation issues, stewardship of historic buildings is ancillary to the mission of the department. Stretched public budgets lead to deferred maintenance.

Because of the synergy between Montgomery County's extensive trail and park system and its heritage resources, the MCHA could serve as a catalyst for collaboration between "Parks" and "Planning" at M-NCPPC in developing a more strategic approach to county-owned historic buildings. Another partnership opportunity exists in the many nonprofit organizations with compatible missions; some sites could be utilized periodically or even full-time by organizations working to promote or protect the county's heritage, offering further public benefit from the sites and gaining earned income toward costs of upkeep.

Income-producing Opportunities for Historic Buildings. There is potential to create a more strategic approach to publicly owned historic buildings. Around the country a number of municipalities and states have developed creative approaches for managing similar inventories of historic properties. Some even derive modest revenue from leasing properties to appropriate users or occupants, offsetting maintenance costs and more consistently populating isolated facilities. Some might house appropriate visitor-serving uses, including food service and small-scale accommodations, which could add to the critical mass of the heritage area while providing for enhanced maintenance and active stewardship.

Woodlawn and many other county-owned historic resources could be more fully utilized and produce greater revenue for the stewardship of publicly owned historic resources.

The county has been aggressive in its commitment to agricultural preservation. The large Agricultural Reserve assures that open space and agriculture will continue to be part of the county's traditional way of life. However, the economic viability of farming is becoming more strained every day, and income from non-farming sources is of growing importance to many farm owners as they look ahead to the future of farming. A number of historic farms have marginally used outbuildings (barns, tenant cottages, storage sheds, etc.) that might be suitable for adaptive reuse for bed & breakfast type accommodations, restaurants, art galleries, studio space, etc. The potential to enhance the economic performance of the Ag Reserve while adding to farm incomes and providing a wider range of lodging and other visitor services in the county's rural areas is worth exploring. Present land use policies would need revisiting to achieve such changes, and the MCHA could play a catalytic role, convening stakeholders around these issues should sufficient community support emerge.

B&O Railroad Station Enhancements. The remaining railroad stations in Dickerson, Silver Spring, Rockville, and Gaithersburg are architecturally distinctive physical reminders of the railroad's heyday in Montgomery County. While well maintained, most of these buildings are underutilized. The heritage area could underwrite a feasibility study for these stations to explore how they might become more active places in the heart of their communities. Any proposed use of the stations should include ways to tell the story of the county's railroad heritage.

The Silver Spring B&O Railroad Station in particular offers promise for MCHA activities. This structure will soon cease to serve as a MARC passenger rail station and will undergo full restoration. It is owned by Montgomery Preservation, Inc., and thus offers unique opportunities for future interpretive activities.

Heritage Preservation Grants. The challenge of preserving historic sites and returning them to viable use is very real in Montgomery County, and both the state and county have done much to ease the burden of rehabilitation and restoration by offering tax credits and low interest loans. The heritage area could further support these efforts by providing grants for property owners to stabilize seriously threatened properties; assist with the rehabilitation of historic buildings or resources that demonstrate the potential to earn income (such as B&Bs); or contribute to the restoration of structures contributing to the three interpretive themes.

The Montgomery County Heritage Area contains a wealth of historic buildings and landscapes. (Clockwise from top: Agricultural History Farm Park, Quaker Friends Cemetary, Beall-Dawson House, C&O Canal, and Poolesville Town Hall.)

Interpretation & Education

Strategies

- Interpretive Framework Plan
- Orientation Experiences
- Self-guided Tours
- Audio Guides
- Heritage Area Map
- Educational Programs in Schools
- Traveling Exhibit Program
- Trail Interpretive Program
- Thematic Maps and Guides
- Gateways to the Three Themes
- Train Excursions
- Heritage Preservation Grants

Interpretation is the process of sharing information in a truthful and emotionally engaging manner. One encounters it in museums, in nature centers, on tours, by reading guidebooks, by participating in historical reenactments, and in many other ways. Public interpretation draws on methods used by educators as well as on those usually associated with public entertainment. The value of interpretation goes beyond programming for heritage tourists. Its true value is in enabling residents to understand who they are, what their communities have been, what their families and neighbors have accomplished, and why some of the community's persistent traits continue. Heritage areas can use interpretive programs to actively engage residents and build foundations that strengthen community spirit and pride.

When done well, interpretation evokes an emotional connection or an "A-ha!" moment and prompts the audience to learn more and share this experience with others. Within heritage areas, interpretation also should take into consideration its role in tourism development, striving to maximize the appeal to the target audience. Interpretive objectives for the Montgomery County Heritage Area include:

- Elevate awareness and appreciation of the county's heritage among its residents;
- Foster a conservation-minded constituency and facilitate the stewardship of heritage resources;
- Reinforce core themes or messages;
- Strengthen the connection of young people to the history and resources of the region;
- Stimulate visitation at heritage sites and attractions; and
- Stem the leakage of tourism dollars by distinguishing Montgomery County as an appealing alternative to other regional attractions.

Strategies

Develop an interpretive framework plan for the heritage area, beginning with the identified themes of Farming History, Quakers and the Underground Railroad, and Technological Innovation. Interpretive methods include guidebooks, tours, videos, exhibits, wayside panels, dramatic programs, living history, and other experiential techniques, but increasingly, a thoughtful interpretive framework plan is developed prior to investing in programs and materials. The framework document contains the conceptual synthesis that leads sponsors to the development of key messages and themes used in programs and materials and that link individual activities (a walking tour of Poolesville, for instance) to the overarching themes (Farming History) and larger meanings (Poolesville as an exemplary farming community). In this way, audiences can more easily grasp the context and meaning of the interpretive experience. In the case of the Technological Innovation theme, the initial focus should use the development of the C&O Canal and the B & O Railroad as a springboard for exploring the long and continuing presence of technological innovation in Montgomery County's economy and culture.

Develop significant interpretive orientation experiences that introduce visitors and residents to the three themes in imaginative and thought-provoking ways. For example, the Quakers and the Underground Railroad theme offers particularly rich opportunities to make residents and visitors more aware of these important aspects of county history and also to explore the evolution of attitudes about a number of topics. The lens of the Underground Railroad experience offers an excellent way to explore ideas then and now about race, class, work, religion, morality, and other matters that continue to affect county residents and visitors. Farming History could be made more interesting to broader audiences if one repositions it to encompass something greater, such as food – how has its production changed during the last 200 years, and how have those changes affected our lives? The commitment of Montgomery County to retaining a significant portion of its land for agriculture is a powerful example of the strength of the value people

place on "the farm." What is the motivator behind this valuation? Exploring this question opens up a myriad of interpretive possibilities and expands the potential audiences.

The themes, especially "Quakers and the Underground Railroad," provide opportunities for interpretation that link the county's history to the relevant issues of today. (Oakley Cabin above)

Develop thematic, self-guided tours for the entire heritage area (and beyond) around key interpretive themes. Produce attractive maps and professional quality information guides for each tour. Do one or two of these each year. There are already a number of existing tour itineraries and materials developed by various heritage, tourism, or community groups. They are uneven, and most are graphically lacking. It would not require a great investment in research time to use these – giving credit to their creators – as a basis for well-designed and packaged maps/guides around the interpretive themes. These tours should cover a range of geographic locations within the heritage area and should be easily available online and in visitor centers countywide. Audio guides (see below) are also highly effective tools for self-guided tours.

Create high quality audio guides. High quality audio driving tapes and compact discs are a relatively inexpensive way to make the region's heritage resources more accessible. The audio guide could be a series of stories about the area that make it come alive (along the lines of a National Public Radio style vignette) rather than a description of the route. The tapes should be consistent with the interpretive themes and combine narration, sound effects, and music. Culling from the Montgomery County Historical Society Archives, actors could read excerpts from letters or diaries to present voices from the past as well as the present. It might also be possible to post these stories on the heritage area website in MP3 format, enabling tech savvy residents to customize their own story mix that could be downloaded to a compact disc or MP3 player.

Develop publications promoting the heritage area, including a comprehensive heritage area map. These might include maps/tours (see above recommendations), booklets, brochures, books, professional artwork, and more. For example, there is currently no single map depicting the variety and location of heritage attractions in the county. To get hooked on an area and explore further, visitors need guidance about the broader history of Montgomery County (as framed through the interpretive themes). They also need clear information about the location of attractions, what can be expected at the attractions, when sites are open, the approximate distance between places, and information about support services, such as places to eat, stay, and shop. A large-format, visually striking map provides one way for residents and visitors to envision the entire heritage area and understand the diversity of its attractions. The map should include the concise story of the county's heritage, the locations of attractions, landmarks, significant topographic features, and sufficient detail to find one's way from attraction to attraction. The map should be widely distributed at the various attractions, lodging and dining establishments, and visitor information centers. While commercial sponsorship of design and production is a possibility, this guide should be a well-designed education and orientation piece, not an advertisement for local businesses.

Partner with Montgomery County schools to develop educational programs. These would be geared to the State Content Standards or Learner Outcomes and Indicators, be built around the interpretive themes, and be suitable to for implementation by participating heritage organizations. Not only are children an important audience for the heritage area, they represent a means for generating interest in the county's heritage among their parents. Of the thirty-eight field trip sites located in Montgomery County and approved as part of the social studies curriculum, the following list of seventeen could be considered heritage-related.

- Beall-Dawson House
- Black Hill Regional Park
- Brookside Gardens
- Brookside Nature Center
- Butler's Orchard
- C&O Canal Historical Park (upper canal)
- Clara Barton House
- Homestead Farm

- Lathrop E. Smith Environmental Education Center
- Locust Grove Nature Center
- Meadowside Nature Center
- National Capital Trolley Museum
- Sandy Spring Museum
- Seneca Creek State Park
- Seneca Schoolhouse
- White Mountain Creamery

Among these seventeen, only a handful incorporates history and heritage education into the experience. With its partner organizations, the heritage area could work with schools to develop field trips and activity plans that are based on the three interpretive themes. By encouraging the schools to make use of authentic historic resources and hands-on educational experiences, the MCHA could assist in enhancing curriculum offerings and enriching kids' understanding of the place where they live.

Produce a traveling exhibit program. Another approach to heritage education is to bring the story to the people. The heritage area could develop traveling exhibits organized according to the interpretive themes. In addition to orienting residents to the county's heritage, the exhibits could motivate residents, particularly children, to want to explore the county's heritage and visit a number of heritage sites. One specific strategy would be to develop an attractive, freestanding exhibit on panels (similar to those seen at trade shows) for each of the key heritage area interpretive themes (Farming, Quakers & Underground Railroad, and Technological Innovation). This could be rotated among participating organizations, displayed at the county fair, loaned to Montgomery County schools, or moved around to such popular locations as the Bethesda Farm Women's Market.

Create a trail interpretive program. The county has developed an outstanding recreational trail system, and these recreation opportunities could be enhanced with a trail interpretive program, consisting of trail signs and interpretive panels. Targeting those trails in close proximity to historic sites or nodes of heritage resources would help to build a critical mass of heritage activities. For example, MCHA might help to develop interpretive panels and experiences along M-NCPPC's Legacy Trail, which links to the Woodlawn property, among others. The information presented on the interpretive panels would also reinforce the interpretive themes.

Placing interpretive panels along Montgomery County's extensive trail system within the heritage area will connect those who already enjoy its natural and scenic resources to its historic and cultural resources.

Develop a thematic map/guide for the entire heritage area around the Underground Railroad theme. There is evidence of Underground Railroad activity in various parts of the county, and a thematic map and guide to the Underground Railroad story would link sites together and tell a cohesive story about the quest for freedom. This piece should give special attention to the Sandy Spring/Brookeville vicinity, where there is the greatest concentration of these heritage resources.

Develop an orientation and gateway experience for farming history in Poolesville. Candidate locations include the John Poole House or another nearby historic building. Develop maps/guides for driving and bicycling itineraries, enabling residents and visitors to follow key threads of the farming theme through the Ag Reserve and villages like Barnesville, Boyds, and Dickerson.

Develop orientation and gateway exhibits in the stone barn at Woodlawn. Here there is both parking and a setting evocative of the area's 19th century rural nature. The Menare Foundation, a nonprofit dedicated to the documentation, preservation, and restoration of Underground Railroad safe houses and environments, is already operating occasional interpretive activities and programs at this facility. Interpretive panels would be strong additions at Woodlawn, Sandy Spring (in vicinity of the Quaker Meeting House), Boddy Center, and other key locations important to the telling the story of Quakers and the Underground Railroad.

Use gateway kiosks for interpretive activities. In particular, the six railroad stations (Silver Spring, Kensington, Rockville, Gaithersburg, Germantown, and Dickerson) recommended to receive marketing

kiosks should also provide interpretive information centered on the MCHA as a whole and specifically on the third theme, Technological Innovation. As former/current rail stations, these buildings are ideal to provide an authentic experience to visitors interested in the development of technology, especially transportation technologies, in the county.

Offer annual or semi-annual train excursions. MCHA should work in partnership with the Maryland Transit Administration to offer special, annual or semi-annual, interpretive experiences through MARC train excursions along the B&O Line. This line, which runs through numerous historic areas of the county, is an ideal route from which to interpret the Technological Innovation theme.

The John Poole House (right) in Poolesville and the Woodlawn Barn (below) near Sandy Spring offer unique and historic settings for orientation and gateway exhibits for the Farming History and Quakers and the Underground Railroad Clusters.

Circulation, Transportation, & Linkages

While portions of Montgomery County are accessible by bus, metro rail, and other mass transit, most of the heritage area is not. The B&O Railroad line offers passenger service through the county and parts of the heritage area. The distances between heritage area sites renders trail usage from site to site generally unrealistic, but once at a given destination, one often has access to the county's extensive trail system and can enjoy it in conjunction with other heritage area experiences. Thus, visitors and residents wishing to spend time in the heritage area will have to reach their destinations via automobile. Traffic congestion and poor signage can make it difficult to traverse the area and find one's way to heritage sites. The following strategies seek to enhance circulation, transportation, and linkages in the heritage area.

Strategies

Geographically Strategic Connections Between Heritage Sites and Attractions. The locations of and ease of access between different heritage resources are factors for consideration when creating itineraries, maps, tours, and other marketing/ promotional materials. Itineraries and other more directive materials might focus visitors on one region of the MCHA at a time, place sites in an order that maximizes ease of travel, reduce "inauthentic" experiences (extensive suburban landscape, etc.) between sites, and minimize travel time.

Excellent Heritage Touring Maps. MCHA-wide maps, theme-specific maps, and all other map publications of the heritage area should be produced to the highest quality, ease of use, and accuracy possible to facilitate visitor movement within the region.

Scenic Byway Corridor Management Plan. Maryland's state scenic byway program has designated the "C&O Canal Route" scenic byway, a portion of which traverses Montgomery County (generally located along C&O Canal through Poolesville, Beallsville and Dickerson, continuing into Frederick and Allegany Counties). Through its State Scenic Byways Program, the Maryland State Highway Administration is facilitating the development of corridor management plans. The plans help communities develop policies and strategies to conserve the historical, cultural, natural, archaeological, and/or recreational qualities of scenic roads and to enhance road operation and safety. Once a corridor management plan is completed, communities are eligible to pursue funding for projects such as overlooks and rest areas, interpretive facilities, access and safety improvements and land protection easements. In partnership with Frederick and Allegany Counties, Montgomery County could pursue a state grant to develop a corridor management plan for the C&O Canal Route. This type of initiative would link the MCHA in an appealing way to locales outside its own boundaries and provide an attractive way to traverse a portion of the MCHA itself. Also important, it could bring eligibility for scenic byway funds for implementation of interpretive materials.

Roadway Signage Improvements. Unless visitors travel on the highways or major county roads it can be tricky for them to find their way around, particularly in the rural western part of Montgomery County. Replacing missing or poorly maintained street and route signs would go a long way toward helping visitors navigate the county. The heritage area could work with the Montgomery County Department of Public Works and Transportation, the State Highway Administration, county municipalities, and heritage sites to improve road signage at key intersections.

Coordinated Heritage Site Signage System. Implementing a comprehensive heritage area signage system can be an overwhelming task. Starting small by installing destination signs (also called arrival signs) at key heritage attractions would begin marking visitor-ready attractions and providing a sense of cohesion and presence in the MCHA at large. A relatively inexpensive option is to use banner signage or flags. Graphically distinctive signage, consistent with print materials distributed by the MCHA, can help to create a recognized "look" for the heritage area. The Lancaster Heritage Tourism Program in Pennsylvania might serve as a model; there, a banner program was designed to help visitors distinguish high-quality, authentic heritage attractions from the multitude of commercial attractions. To date, more than 100 historic sites, museums, shops, restaurants, and inns have met the quality and authenticity standards, fly the Lancaster Heritage banner, and are included in itineraries, maps, and guides.

Strategy Recommendations

- Connections
- Maps & Guides
- Scenic Byway Corridor
- Roadway Signage
- Heritage Site Signage

Target Investment Zones

Summary

A Target Investment Zone (TIZ) is a specific area within the Certified Heritage Area (CHA) that is a priority for private investment. It is meant to encourage measurable results within a relatively short period of time. To that end, while all of the CHA is eligible for funding of various heritage tourism/development activities, there are a number of specific program benefits associated with TIZ designation:

- Grants and loans for acquisition, development, preservation, or restoration
- Loans from revenue bond proceeds to be used for economic development
- Heritage Preservation Tax Credit for structures not already designated locally or in the National Register of Historic Places

Selection Criteria

The state program requires that TIZs be chosen based on the following criteria:

- High potential to leverage private investment and expenditures
- Capability to utilize program incentives to attain measurable results[9]
- Overlap with other local, state, and federal revitalization designations
- Commitment of resources from local governments and private interests
- Boundaries that facilitate collection of performance data

Other considerations include the following:

- Accessibility – reasonably linked to transportation routes, a minimum of one interpreting heritage site open to the public
- Themes/orientation – suitable to provide gateway orientation to the theme
- Critical mass/proximity to visitor infrastructure
- Encroaching development – physical settings retain sufficient historical character and scale to live up to heritage travelers' expectations

Two areas meet these criteria best at this time: Poolesville, which will make a strong unofficial gateway to the Farming History Cluster, and Sandy Spring, which can serve as unofficial gateway to the Quaker and Underground Railroad Cluster. This plan does not designate a third TIZ for the third theme, Technological Innovation. Once the MCHA has begun to experience some success, it is recommended that the third TIZ be added, possibly in conjunction with an expansion of MCHA boundary lines. A location along the Metropolitan Line of the B&O Railroad, such as Rockville, Silver Spring, or Gaithersburg, would offer access to the history of the third theme while also providing more visitor resources than the two current TIZs do.

Poolesville and Sandy Spring (above) best meet the TIZ requirements at this time. These two communities will serve as gateways to the Farming History and Quaker/ Underground Railroad themes, respectively. The third TIZ will be chosen at a later date and will serve as a gateway to the Technological Innovation theme.

Poolesville

Boundaries & Location

Poolesville is at the edge of the 78,000-acre Agricultural Reserve in the western section of the county. Most visitors can access the area by automobile via I-270 and a pleasant country drive along Route 109. Visitors from West Virginia and Virginia's western suburbs may choose to arrive via White's Ferry, the last remaining operational ferry on the Potomac, entering Poolesville from the west on White's Ferry Road/Route 107. No foot or equestrian trails currently lead to Poolesville, but an existing on-road, scenic bike route runs into town from the Agricultural Reserve.

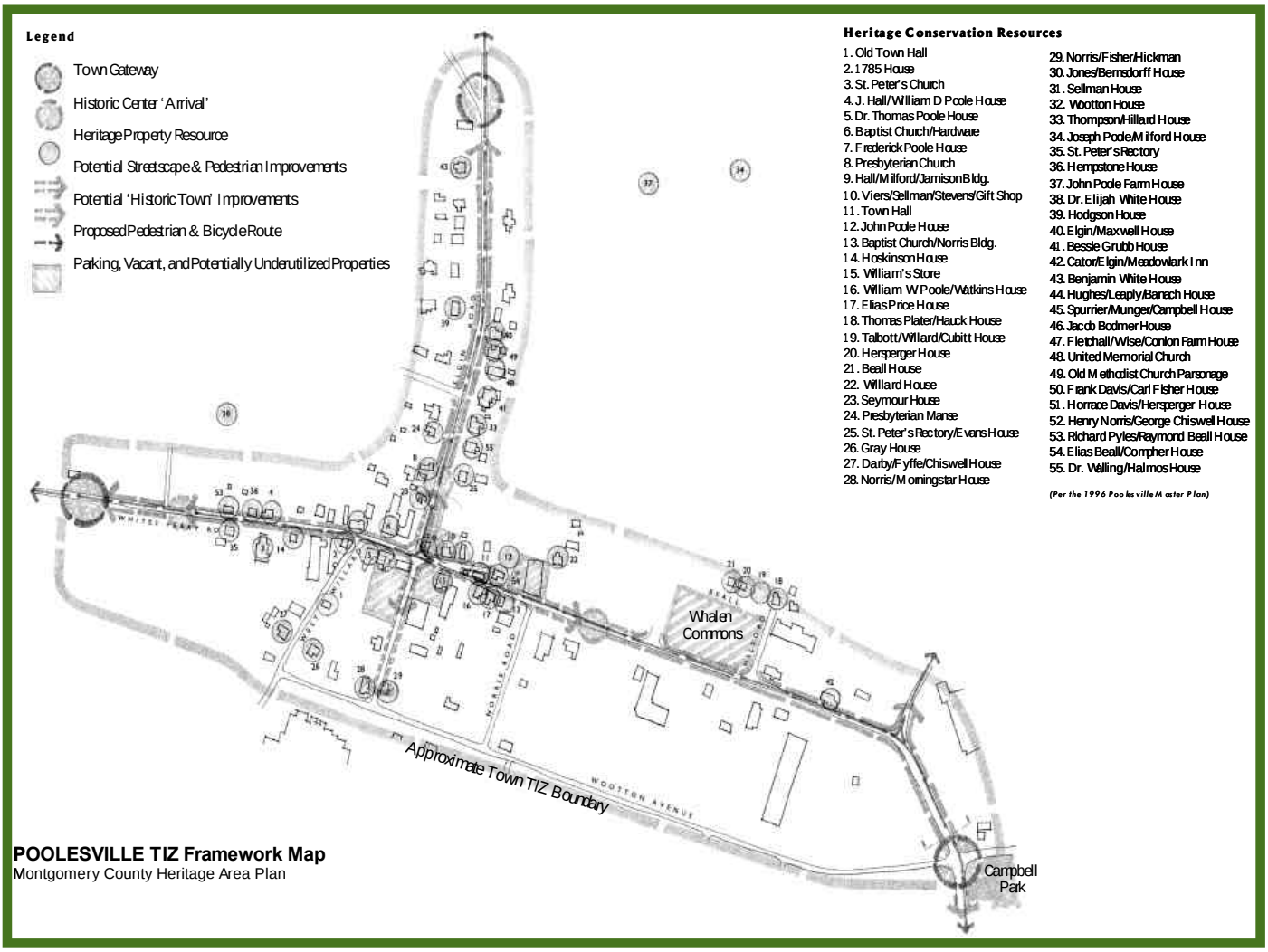
The approximate proposed boundaries for the Poolesville TIZ are shown on the map below.[10]

Heritage

English, Dutch, and German families who moved north from the Tidewater region and south from Pennsylvania settled the Poolesville area in the 1740s. At the crossroads where the boundaries of four family plantations met, Poolesville was established in 1793 by John Poole, Jr., who built a store in the southern corner of his father's property. It was a strategic crossroads. One of the roads led from Edward's Ferry – at Goose Creek on the Potomac – to Frederick. The other led from Conran's Ferry – across the Potomac from Leesburg – to Hungerford Tavern (Montgomery Courthouse, Rockville).

The town quickly grew into a rural village with stores, taverns, a tailor shop, a wheelwright, and eventually, churches and a school. Prosperity came to the town with the agricultural revolution that began in the 1820s. Shipping by road coast twenty times per wagonload more than the cost of shipping

The Poolesville TIZ Framework Map shows the boundaries of the Poolesville TIZ, the community's core and gateway areas, and its historic resources.



POOLESVILLE TIZ Framework Map
Montgomery County Heritage Area Plan

by boat. Thus, the arrival of the C&O Canal, begun in 1828 in Georgetown and completed in Cumberland in the 1850s, added to the transportation opportunities for the town; this established Poolesville as the commercial center of the area.

By 1850, the Federal Census of Poolesville listed 51 buildings (the most it was to have until after World War II) and occupations that included blacksmiths, cabinetmakers, tailors, merchants, physicians, bankers, a teacher, and wheelwrights.[11] Coal, grain, farm equipment, produce, stone, and sundries traveled back and forth in canal boats until early in the 20th century. Poolesville served as a transportation hub although it was not close to the railroad. After the rail line was built in 1871, the local hotel owner would meet every train in an omnibus to transport the traveling salesmen back to Poolesville and rent them a horse and buggy to make their rounds of surrounding villages.

Because of its proximity to the Potomac River and to the Confederacy in Virginia, the town and surrounding farms saw frequent military activity from 1861 through 1865. More than 12,000 Union troops were stationed there. Although Maryland was in the Union, the troops were treated as an occupation army since the sympathies of Poolesville residents were more southern than northern. Many of the area's men crossed the river to fight for the Confederacy. The town's Methodist congregation broke apart because members' loyalties were divided between north and south. The town and surrounding area were left intact but impoverished by the war. Dairy farming and the railroad brought prosperity in the decades to follow until the Great Depression slowed the town to a sleepy country village.

Town Character

Despite three major fires – in 1923, 1935, and 1953[12] - that destroyed some central buildings and left gaps in the heart of town, Poolesville's village center retains a few 18th century structures and a significant amount of 19th through early 20th century character, reminding visitors of a time when the town was surrounded by many highly productive farms. There is a diversity of architectural styles in town, including Victorian, Federal, log, farmhouse, and even neoclassical. Most residential buildings are situated on spacious, treed lots. Buildings along MD 107/White's Ferry Road are set close to the road with smaller lots.

There are a significant number of historic properties in the Poolesville area. The town has been a National Register Historic District since 1975. It was designated for its architecture and for its role in Montgomery County's commercial, military, and transportation history. National Register listing offers protection only when projects receive federal funds.

Poolesville contains a number of properties listed on the National Register of Historic Places, either as individual properties or as contributing properties within an historic district.

There are approximately 55 county-designated historic sites in and around town, the majority within a ten-minute drive of the village center. Each of these individually designated structures is afforded protection through the county's historic preservation programs. Furthermore, the 1996 *Town of Poolesville Master Plan* includes municipal design guidelines for new structures in the commercial district—plans for new or remodeled structures must address these sufficiently to receive approval by the town's Planning Board. These guidelines do not address site plan or build-to lines, but do offer protection to the historic architectural fabric of Poolesville.

On the east side of town, suburban-quality growth is increasing, representing a marked change from the traditional character of town and blurring the edges between village and countryside. To the north, west, and south, the Agricultural Reserve carries restrictions on development—one home per 25 acres—ensuring the protection of open space and rural character and creating a distinct transition between the village center and countryside in these directions.

Poolesville is well prepared to begin handling the modest increase in visitors likely to result from the heritage area initiative. There are some visitor

services already operating within town, including restaurants, a service station, a food store, some chain retail, and at least one historic site—the John Poole House, which is open to the public on a regular basis.

Poolesville already has some visitor services in place, including retail and eating establishments.

Interpretive Strategies

With thought and imagination, the interpretive framework can convey information about farming history from a larger perspective likely to engage more people. Possible questions to consider in framing interpretive activities include the following:

- What were farms like in this area 100 years ago?
- How had they changed by 1950?
- How has farming changed since 1950? Some of the technologies that prompted agricultural changes had their start in Montgomery County, the home of biotech and other innovations.
- How has our relationship with food production in the metropolitan area changed since 1950? This question offers a springboard into exploration of technology's dramatic effect on how food is raised and brought to market.
- How have changes in farming affected the way we live today? Possible story lines include:
  - Because fewer people make a living from farming, farmland is more and more often utilized for housing and commercial development.
  - Forward-thinking counties like Montgomery adopted land use policies to guide development in ways that conserve agricultural land and green space for public use.
  - People are less in contact with the cycles of growing because we have year-round availability of foods grown in other climates.
  - There has been an increase in organic and community-supported agriculture as consumers seek authenticity.

As the gateway to the Farming History Cluster, Poolesville offers an excellent opportunity for interpretation as an archetype of the Maryland/Mid-Atlantic agriculture village. Few other examples remain in this region. Engaging interpretive presentations in Poolesville would encourage visitors to park and walk the compact village center, ideally browsing in shops and eating a meal in the process. To facilitate understanding of the town's significance, a heritage trail could be developed, utilizing kiosks, panels, and walking tour brochures.

Where might the interpretive experience begin? In the town's center, the 1793 John Poole House/Store is owned and operated by Historic Medley, Inc., and is open Sunday afternoons from April 15 through November 15 and by appointment. Historic Medley is receptive to ideas for interpretation and programming, using the John Poole House and other properties the non-profit organization has bought and rehabilitated. On the ground floor of the John Poole House, the front room could be an appropriate location for an orientation exhibit on the farming history theme, broadened as suggested above. The house itself could be presented as not merely another 18th century house furnished with antiques, but as the home of an important and influential family in the region.

Urban Design & Preservation Strategies

Overall, Poolesville's compact form and geography offer a unique, walkable town area with numerous heritage resources for interpretation and economic benefit. Every effort should be made to reinforce the integrity of remaining historic resources while providing infill development, adaptive reuse, and preservation of public and private properties.[13]

Poolesville's 18th, 19th, and early 20th century village character and scale can be reinforced through rehabilitation of historic and contributing buildings, compatible infill development, and appropriate public spaces and streets. The design guidelines in the 1996 town plan serve as a strong starting point for guidance on new development and could be expanded to include the issues of site plan, build-to lines, and more. The village's traditional character is

formed by one-, two-, and three-story buildings built flush with the sidewalk or near the street. Conversely, the typical pattern of modern commercial development includes setting buildings back from the street and placing parking in front. This erodes and weakens the historic character of older, traditional towns. In Poolesville, the building on the southeast corner of Whites Ferry Road and West Willard Road is an example of this negative effect.

While Poolesville still feels like a traditional village, it is in danger of rapid homogenization unless new development is guided intentionally to reinforce scale and massing. There is a critical need to prevent further loss of historic fabric, for there are already several noticeable gaps and vacant lots. However, there are opportunities to strengthen the traditional village scale and character as these key locations are developed. To be compatible with this goal, new development in the village core needs to be two-story and sit at or near the property line. Parking should be located in the rear or, in some cases, to the side. Where parking has been placed in front, landscape screening can create a sense of enclosure.

Without build-to lines and site plan guidelines, Poolesville's village character (above) is at risk of erosion. Unsympathetic new developments, especially those placing parking at the front (below), have already begun to influence the appearance of the town's core.

Infill Development and Architecture

Poolesville has several vacant or underutilized sites (many used for parking) within the historic center. Carefully planned, compatible infill development there could complement existing land use types, building types, and development scale while strengthening the historic character of the town. Of particular importance are the sites at the intersection of Whites Ferry Road and West Willard Road. Two-story buildings with sympathetic materials, compatible architectural details, and build-to lines at or near the edge of the lot would reduce the "missing teeth" look of the village core while also reinforcing the historic character of existing buildings.

Pedestrian/Streetscape

Streetscape is a key element to tying together the retail area, town edge, and historic village. There are several points at which the current walkway system is broken. Contiguous sidewalk connections should be made throughout the village center, not only for visitors to the town but also for local residents, who wish to have better access to their neighborhoods. Additionally, walk connections to off-street parking resources are needed; these should be clearly marked, safe, well lit, and readily accessible. The character of these walking areas can vary as there are transitions in and out of town.

Parking

Parking is one of the most influential factors in the development of historic towns. Parking can be carefully done to avoid creating major impacts on the character and visual qualities of the town. Several small, accessible, and carefully sited locations are preferable to large expanses of paved high-capacity lots. Placement of these lots is important; lots placed to the rear or behind buildings complements traditional communities better than lots placed to the front or side.

Placemaking: The Experience

Often, the most influential aspect of successful historic town planning is care and attention to details. Careful design guideline parameters should be placed on parking, development techniques, architecture, streetscape, signage, and lighting in a manner that reinforces the historic village in an *authentic* fashion:

- Historical elements, features, and open

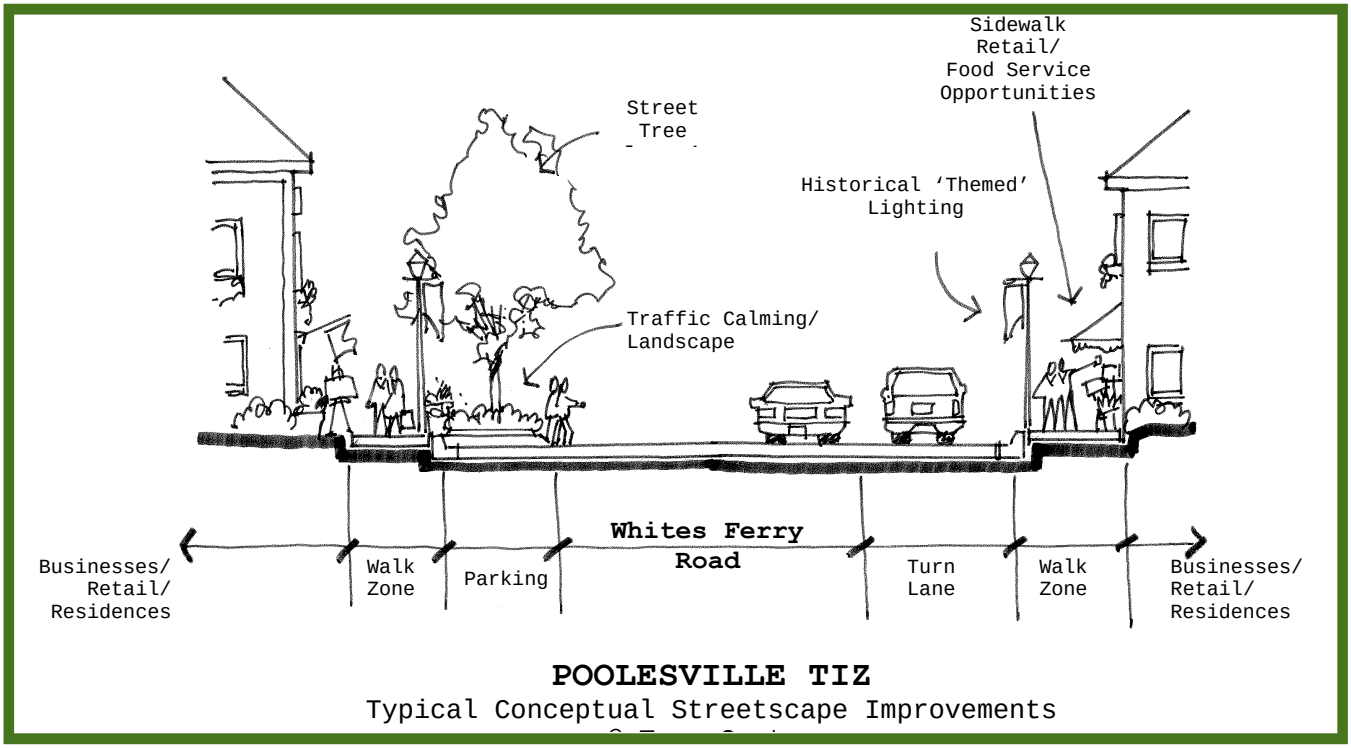
spaces should be preserved, maintained, and even recreated in some cases;
- Careful selection of low maintenance street furniture (lighting, benches, trash receptacles, etc.) reinforces historic character and timeframe; and
- Design parameters for elements such as banners, way finding signage, and business signage creates a "family" of information that is legible and unimposing on existing town character.

Development Strategies

Poolesville is a growing area, having added 1,200 residents in 400 households between 1990 and 2000. Given the area's strong residential real estate prices, new households seem to be upscale. Despite these factors, Poolesville has not emerged as much of a retail center, and there is no major retail center nearby. Presently, the town contains a modest IGA grocery store and a lower-end beer and wine shop; the nearest full-service supermarket is about five miles away in Germantown, and the nearest upscale wine shop is eight miles away in Gaithersburg.

Demonstrated growth, rising income levels, and a lack of existing retail goods and services indicate a need for additional shopping opportunities in Poolesville. Demographics suggest a potential market for quality dining, a small gourmet food/ wine shop, home furnishings/accessories, and galleries – all of which would be attractive to travelers as well as local residents. Further opportunities are likely to come about for uses that serve visitors. Other potential uses appropriate to the village center include senior/retirement housing, lodging (see below), and office space for professional services, such as law, accounting, dentistry, etc.[14]

One promising development concept is a small, high-end inn of approximately eight to ten rooms with an upmarket restaurant. The Inn at Little Washington is an example of this type of development. There does not seem to be an appropriate available historic building for this use in the town's core area, so compatible new infill is recommended. One strong site possibility is the land presently occupied by the vacant convenience store next to the John Poole House, offering a view of green space and the John Poole complex. A substantial client base for this type of project could be generated by such activities as Potomac Polo Club's approximately 30 polo matches near town each June through October. Attendees at these matches are generally traveling from some distance and require overnight accommodations, which are scarce in this area.



Streetscape improvements, such as unbroken pedestrian walkways and period lighting, will improve both residents' and travelers' experiences in Poolesville.

Due to its prominent location, future development on the large L-shaped parcel (now used for parking) surrounding the Odd Fellows Hall will be critical. A new building can either enhance the village character or permanently erode what remains of its historical scale. The market suggests potential for a mixed-use development or a small office building. Contemporary development practices would likely lead to a new single-story building sited on the rear half of the lot with parking in front. The wide expanse of pavement and cars would further erode the sense of containment one experiences when buildings are located flush with the sidewalk, as is the case at Bassett's. A more context-sensitive approach on this critical parcel would be a two-story building, placed flush with the sidewalk and aligned with the Jamison realty office building. Ample parking could be placed in the rear with accessibility via a side drive. A new single-story building would present fewer ADA issues, but the additional cost of a two-story building could be offset by additional income from residential or commercial rents. Furthermore, attractive tax incentives are available in TIZs for non-historic buildings whose design and use contribute to the heritage area.

One benefit of the Maryland Heritage Area Program is a tax credit expansion, allowing properties within the TIZs that are eligible for National Register of Historic Places (NRHP) listing to receive the Heritage Preservation Tax Credit Program, administered by the Maryland Historical Trust. This program provides Maryland income tax credits equal to 20% of the qualified capital costs expended in the rehabilitation of a "certified heritage structure." The credit can be used on owner-occupied residential property or income producing property, but the rehabilitation must conform with the Secretary of the Interior's *Standards for Rehabilitation* and must be certified by the Maryland Historical Trust.

Normally, determining which properties are NRHP eligible would mean that survey of the TIZ, meant to locate and approve NRHP eligible properties, would be warranted. However, the primary TIZ area in Poolesville is almost entirely within an already-designated National Register Historic District. Tax incentives have been available there for some time but could perhaps be publicized better and more strategically. The MCHA could promote the benefits of rehabilitating a historic building for commercial use as a way to accomplish sensitive development in the village core, and the benefits of restoration for private use may encourage residents to contribute to the historic character of their town.

A preliminary (incomplete) list of potentially NRHP eligible properties in or near Poolesville would include properties listed in the Maryland Commission on African American History and Culture *Inventory of African American Historical and Cultural Resources* (available at http://www.sailor.lib.md.us/docs/af_am/montgoco.html) that are not included in the NRHP or locally designated.[15]

Furthermore, rehabilitation of non-historic structures within or (in some cases) outside the TIZs may be eligible for the tax credits. Such a project must meet a set of criteria proving its benefit to the heritage area.[16]

Development on the site adjacent to the Odd Fellows Hall (hall, above; vacant site, right) will have a major influence on the character of the town's main corner. In particular, it will be important to keep parking to the rear of new construction and to encourage two-story construction compatible with surrounding historic buildings.

Sandy Spring

Boundaries & Location

Sandy Spring is located to the west of the intersection of New Hampshire Avenue and MD 108/Sandy Spring Road in a largely suburban area of Montgomery County. The edges of the town meet other jurisdictions' edges, making it somewhat difficult upon first visit to discern where Sandy Spring begins and its neighbors end. There are a number of well-known county historic sites nearby, including Woodlawn, Norwood, Clifton, and Cherry Grove.

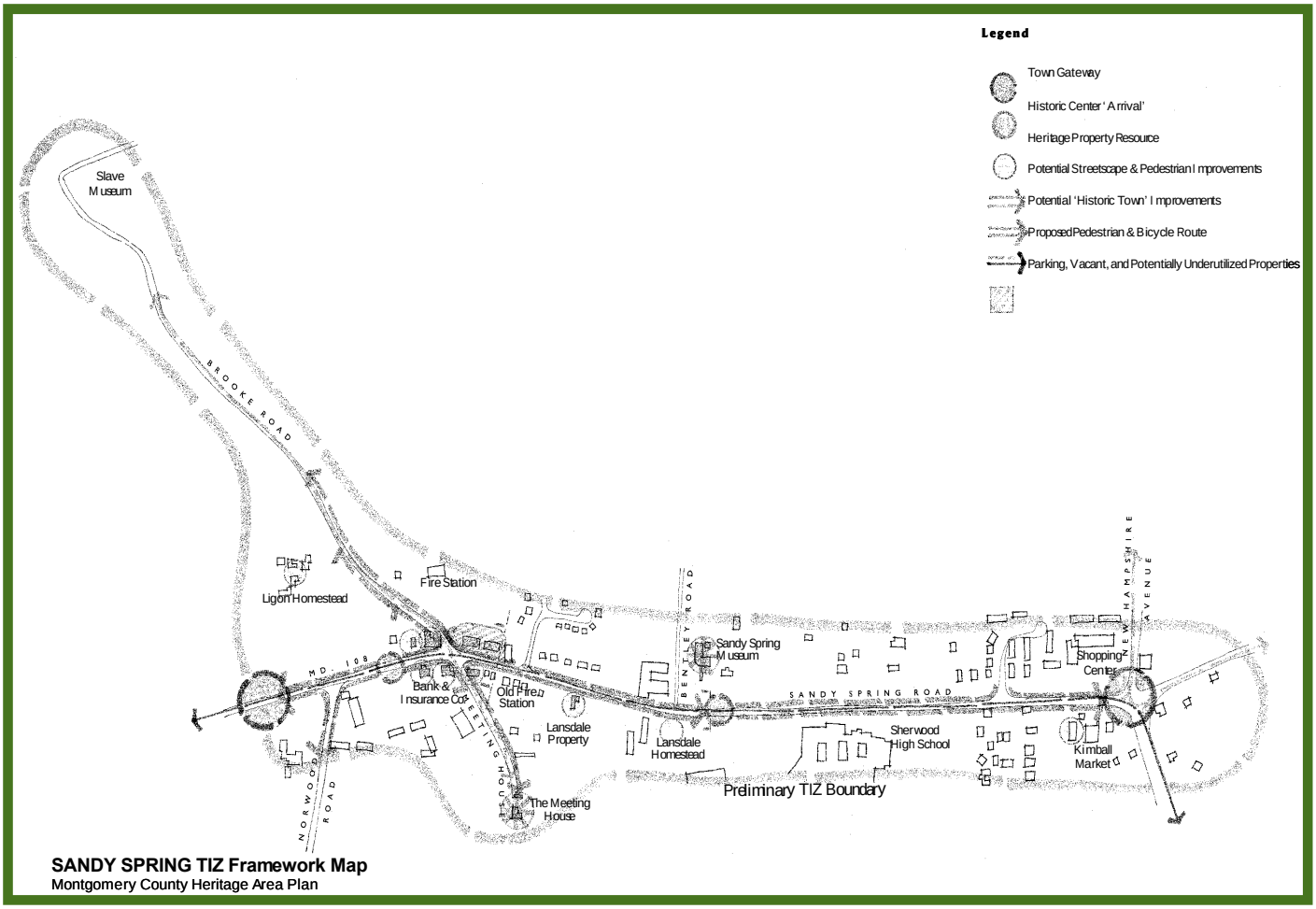
The approximate proposed boundaries for the Sandy Spring TIZ are shown on the map below.[17]

Heritage

Members of the Religious Society of Friends, popularly known as Quakers, settled Sandy Spring in the first half of the 18th Century and established a meeting house, schools, banking institutions, farms, and more in the area. As it grew, the community evolved into a small, successful 19th century farming and commercial center. Not all citizens were Quakers, but the population was connected by a strong community spirit, as evidenced by other church denominations, active social clubs and the exchange of ideas about important social and political issues.

The Quakers' community life was centered on the Sandy Spring Friends Meeting House. The current meetinghouse is the third, built in 1817. It shares its rural setting with an historic cemetery, which holds generations of Friends, and an 1859 frame building, which has served as day school, women's club/lyceum, and Friends Community House; the frame building housed many social/political meetings and activities. The founding and early

The Sandy Spring TIZ Framework Map shows the boundaries of the Sandy Spring TIZ, the community's core and gateway areas, and its historic resources.



SANDY SPRING TIZ Framework Map
Montgomery County Heritage Area Plan

families in the Quaker community are still represented by their descendants in Sandy Spring today.

There is historical evidence of 19th century

The first settlers of Sandy Spring were Quakers, and their community life centered on the Sandy Spring Friends Meeting House.

Underground Railroad activity here; slaves making their way to freedom came through this part of the county, utilizing the stream valleys and marshes and relying on the assistance of this small community. Most Sandy Spring Quakers had freed their slaves by the early 19th century, and many were ardent abolitionists. Local oral history includes remembrances of northward-pointing candles, tunnels, and trapdoors utilized by runaway slaves. Today, the Sandy Spring community includes a number of African American residents whose ancestors fled slavery to find safe harbor here.

Town Character

The intersection of MD 108/Sandy Spring Road, Brooke Road, and Meeting House Lane is the heart of the 'village center;' however, Sandy Spring as a whole is stretched out along MD 108, which is a busy, noisy road with growing traffic volumes. The pedestrian environment along and near 108 is difficult at best because there is a dearth of sidewalks and a lack of clear divisions between pedestrian and automobile zones. To the north and south of 108 in Sandy Spring, the environment rapidly becomes rural and less trafficked, and a number of historic farmsteads can be found, especially south of 108.

The buildings in Sandy Spring's "village center" are mainly two-story, brick, Federal style commercial structures abutting a sidewalk. There is head-in parking between the sidewalks and MD 108, but the area between the road and the commercial buildings is without landscaping or other visual interest, lending an impression of vast, flat pavement. There is also a large gap, currently serving as a parking lot, between the primary row of buildings and the pool store; this gap adds to the flat, paved feel in the commercial core.

Sandy Spring has a locally designated historic district, composed primarily of the Quaker Friends buildings and the historic insurance company building on MD 108. Several nearby individual properties have been designated as well; for example, Sharp Street Church, Oakley, Bloomfield, Cloverly, and the Sandy Spring itself are all local historic sites, carrying the protection of local review. Furthermore, the Quaker Friends Meeting House has been listed on the National Register of Historic Places since 1972, and the nearby historic site of Clifton is National Register listed as well.

Sandy Spring's village center has a number of two-story, brick structures stretched along a high-traffic roadway with insufficient pedestrian connections.

Interpretative Strategies

Successful interpretation, more than the presentation of historical 'fact,' makes an emotional connection with visitors and seeks to answer the often unspoken question, "How does this relate to me and to today?" The demographics of the metropolitan area are increasingly diverse, with a growing number of foreign-born residents who are unfamiliar with the story of Whites and free Blacks who operated the Underground Railroad and of the slaves following it toward freedom. The importance of sharing this story offers rich opportunities for this theme to be developed.

The Underground Railroad is a popular topic, but because the nature of its operation was secretive, much of the documentation surrounding it is based on oral history. Lack of material evidence concerns some historians and museum professionals and

makes strictly artifact-based interpretation difficult. However, the stories that reference houses, barns, and streams where fleeing slaves were sheltered could be made accessible to the public through other techniques, such as a themed heritage touring route.

Furthermore, this theme offers an opportunity for expansion; other stories could be told using the perspective or starting point of the Underground Railroad. For example, the following topics all rationally link to the activities of the Underground Railroad:

- Religion and tolerance
- Civil society
- Race and slavery
- Life of free Blacks pre- and post-Civil War
- Maryland's status during the Civil War as a border state and what that meant to residents and families here

The rehabilitation and conversion of the Woodlawn barn into an interpretive center devoted to the Underground Railroad could provide a strong and memorable introduction to the theme. The barn could contain orientation exhibits, visitor information about the cluster and the heritage area at large, and educational programming spaces large enough to seat a school class or motor coach, approximately 45 – 50 people. This recommendation is well timed to coincide with a rehabilitation feasibility study that has been approved for the barn, appearing in the county's Capital Improvement Program for 2003.

Should the barn be developed into an interpretive center, the opportunity for greater interpretation of the Woodlawn mansion would arise. Panels and programming could be developed around the history of Woodlawn itself, bringing into focus the prominent Quaker family who built it.

The barn at Woodlawn offers a unique facility for interpretation of the Underground Railroad.

The county has planned a Legacy Trail from the south through Woodlawn and Sandy Spring to the north of 108. Potential routes for the trail include historic rural homes, the Quaker Friends Meeting House, and other significant sites in the area. A walking tour could be developed utilizing this trail and appropriate locations in Sandy Spring village area. Informational brochures, maps, and/or kiosks could provide visitors with information regarding sites along the way.

Another tour could be done by automobile or bicycle and could include both historic buildings known to have been involved in Underground Railroad activity and contemporary expressions of the Sandy Spring African American community, such as Oakley Cabin, the Slave Museum, and Boddy Center.

Both past and present Sandy Spring community activity revolves around the Quaker Friends Meeting House, making it one of the most significant historic sites in the area. The current congregation is interested in developing interpretive programming, potentially including docent guides and living history, perhaps produced by the Friends themselves. It might also be beneficial to include the community house and cemetery in interpretive activities since each piece of the overall site had a significant role to play in Sandy Spring's history. A possible partner in this endeavor might be the Sandy Spring Museum, which is a repository of Quaker artifacts and stories.

Urban Design & Preservation Strategies

There is great opportunity to reinforce the 'village center' around the aforementioned intersection.[18] Several existing buildings could accommodate a variety of uses that would enhance visitor experiences and resident community lifestyle. Currently, the village's character is well established along the southern side of MD 108 with the Friends Meeting House, Montgomery Insurance Company, Sandy Spring National Bank, and Old Sandy Spring Fire Station. Along the north side of 108, the village character is somewhat lost due to the setback of the existing structures, the general state of the architecture, and tenant usage. However, these structures could be renovated, perhaps with infill buildings to reinforce the architectural edge. In

addition, there is an exciting opportunity to create a town "green" or plaza.

In the *1997 Sandy Spring/Ashton Master Plan*, there are several recommendations incorporating land use and zoning, transportation, pedestrian/recreational improvements, and parking that address the village center. In keeping with the spirit of those recommendations, primary goals for the preservation and urban design strategy within the TIZ should:

- Reinforce the village center
- Create a safer pedestrian and vehicular corridor
- Improve pedestrian linkages and wayfinding
- Improve streetscape and landscape enhancements
- Provide public parking resources

Reinforce the Village Center

There are opportunities to strengthen the traditional village scale and character within Sandy Spring through renovation of existing buildings and selective infill building projects. Architecture, parking, landscape, roadway design, and walkways will be most effective if looked at as a comprehensive whole rather than several disjointed pieces. In particular, build-to lines and the compatibility of infill architecture with existing buildings will be important to strengthening the scale and design of the village center.

With sensitive renovation, appropriate infill development, and landscaping/streetscape improvements, the structures along the northern edge of MD 108 could better contribute to the village character.

Create a Friendlier Pedestrian and Vehicular Corridor

There is a significant volume of traffic along MD 108, the arterial route through Sandy Spring. The volumes and speed have created a challenging and imposing impact upon not only the pedestrian but the automobile driver as well. Left-turns into and out of businesses and adjoining streets are particularly difficult and somewhat dangerous. Traffic calming and creation of a cohesive pedestrian-oriented zone would significantly improve these conditions.

Improve Pedestrian Linkages and Wayfinding

There are currently several areas in which walkways are not continuous. A key element to tying together the existing retail area, town edges, and historic village is a connected and accessible walkway system. These walk connections should help tie visitors to the town and local residents to their neighborhoods. Additionally, clearly denoted, safe, well lit, and readily accessible walk connections should be made to off-street parking resources. The character of these walking areas can vary as one transitions into or out of town, and wayfinding can be achieved in several ways, including signage, mapped brochure routes, street elements (i.e. themed paving inlays), and streetscape types. Pedestrian improvements through sidewalks, lighting, signage, and graphics will create a more dynamic environment while reconnecting the town edges with the village center.

Improve Streetscape and Landscape Enhancements

As mentioned in the strategy for Poolesville, particular care and attention to details is critical. Careful design guideline parameters should be placed on parking, development techniques, architecture, streetscape, signage, and lighting in a manner that reinforces the historic village and rural landscape in an *authentic* fashion. The preservation and restoration of historic elements are especially important to maintaining authenticity.

This plan attempts to identify, categorize, place in hierarchy, and envision the landscape elements/ walkway improvements typical to rural villages. These include the following:

Rural Streetscapes. These areas are on the "edges" or outermost regions of the town proper, just outside town "gateways." Street elements include large shade trees, some walkway connections to residences, street-level lighting, and often fencing that creates a public/private edge to the landscape while reinforcing the rural character. Typically, recreational bike paths are either incorporated as a part of the roadway/shoulder design or, where right of way permits, the more desirable solution

is to set them back from the roadway with landscape and a green buffer.

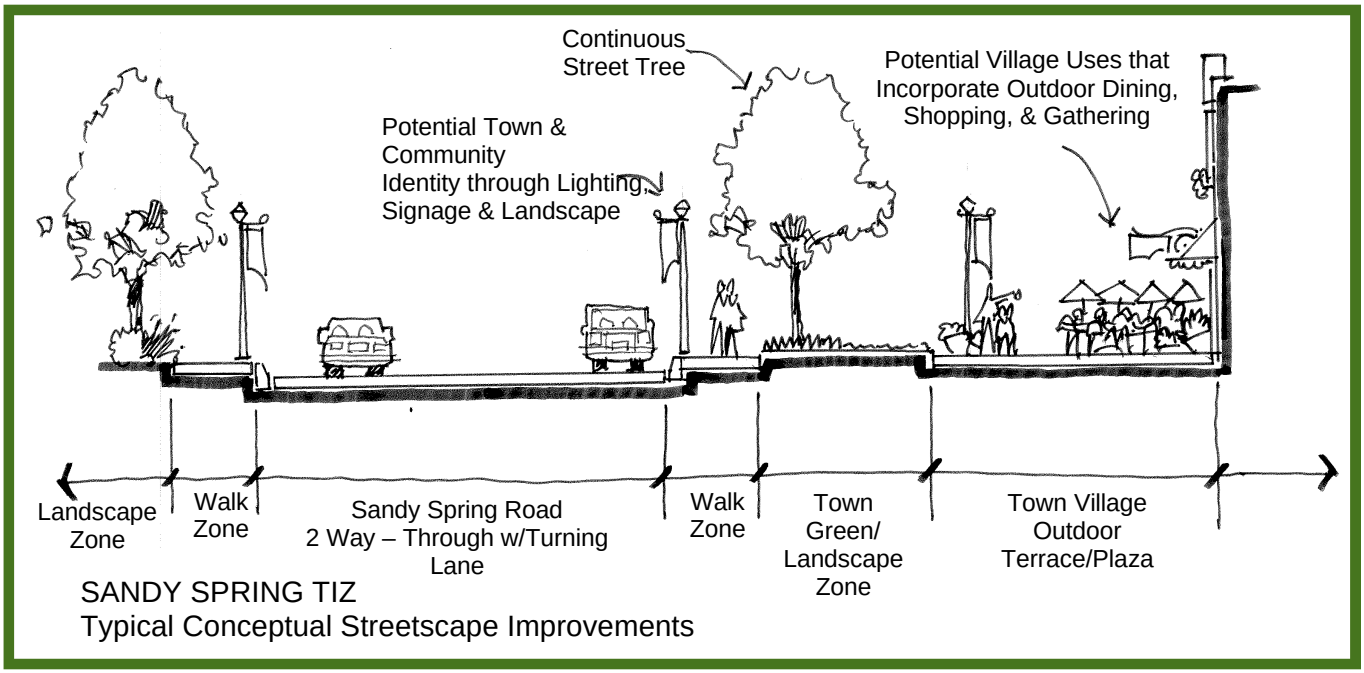
Town Gateways. These are the "arrival" points into the town proper. Many Maryland towns have incorporated signage and lighting that has a historic theme and design. Walkway connections should begin at these points. In addition, gateway sites are opportune areas for local garden clubs or volunteers to design and maintain seasonal ornamental planting, which creates a unique identity while reflecting community pride.

Town Streetscapes. The most important element within this zone is the need for contiguous, safe, accessible, well-lit pedestrian walkway zones. A simple five to six foot wide walkway can minimally accomplish this. Adjoining walks should provide access to buildings and uses warranting pedestrian connections, such as retail centers, businesses, and public parking facilities. Where these walks abut public parking facilities, landscape screening should be provided between parking and pedestrian areas.

Walkway locations can vary from curbside to setback from the roadway, according to individual site features. Particularly, a walk connection is needed at the existing trellis in front of Sandy Spring Museum; this should be set back from MD 108. Pedestrian-scaled lighting, often ornamental or modeled in an historic theme, should be introduced and combined with graphics, banners, or other historical elements. Where possible, a consistent palette of indigenous shade trees should be planted. On-street parallel parking in this zone can be explored as a traffic calming and functional tool. Recreational paths should be separated from the roadway where space and land ownership permits.

Village Gateways or Arrival Points. These are often very subtle in detail. Changes in paving types and textures, lighting types, landscape elements (i.e. hanging baskets on light poles), or signage can signal this. Often, these are tools for defining the edges of a historic or special place within a town.

Village Streetscape. This should be done in the highest quality of finish and detail. Walk materials and width should change dramatically (often in brick) where necessary. Street furniture, such as trash receptacles, benches, signage, and bike racks can be introduced–in a similar theme or family of material or color. Lighting should be exclusively pedestrian scaled. Storefront and walkway uses should be encouraged (i.e. cafes, seating, and outdoor vending) where possible. Ornamental landscaping is encouraged at building fronts and entryways. Crosswalks should be clearly defined through pattern/texture and signage. Bump-outs, providing they meet Maryland State Highway Administration requirements, are employed as a means of providing shortened pedestrian crosswalk areas, landscaping opportunities, street lighting,



Streetscape improvements, such as traffic calming and pedestrian walkways, would improve the experience of both visitors and residents.

and a heightened sense of arrival.

Public Parking Resources. Parking is a necessity for residents, businesspersons, and visitors, but creation of a village green will generate a need for relocated public and retail parking. Accessible parking can be created without significantly impacting the character and visual qualities of the town with attention to certain details. In particular, placement of parking is important, with parking to the rear of buildings having much lower negative impact than parking placed alongside buildings or, worse, in front of buildings at entrance points.

Development Strategies

Due to the proximity of residential areas and heavy commuting traffic on Route 108, Sandy Spring is best suited for modest growth in visitors and tourism activity. The small scale of the village's commercial buildings and the surrounding area population indicate that retail, food, and services that target local markets as well as visitors would be the strongest additions. Some potential development projects might be:[19]

- Coffee shop
- Gourmet foods store
- Art gallery
- Ice cream shop
- Restaurant

Similar development activities have recently taken place; a French pastry shop opened near the town center, and the old firehouse was purchased and is to become a restaurant and bakery.

A market worth exploring in the Sandy Spring vicinity is the equestrian niche. The area surrounding the town has a number of horse farms, and the coming Legacy Trail, which is for pedestrians, cyclists, and equestrians alike, promises to bring more horse-related activity to the area. A tack shop or other equine-friendly business might be sustainable, especially on a location near the trail.

A general way to promote development that utilizes existing and/or historic buildings is to establish a list of properties eligible for the Maryland Heritage Area Program's tax credit expansions. The program allows properties within the TIZs that are eligible for the National Register of Historic Places (NRHP) to receive the state tax credit; thus, a survey of potentially eligible properties, followed by the submission of a list of approved properties to the state, will enable more property owners within the TIZs to take advantage of the tax credits while contributing to the viability of the heritage area. The MCHA and Sandy Spring leaders should work with architectural historians, the staff of M-NCPPC, and the historic preservation commission to identify eligible properties. A preliminary (incomplete) list of potentially eligible properties in Sandy Spring would include:

- Properties in *The Underground Railroad in Montgomery County, Maryland: A History and Driving Guide* by Anthony Cohen (Montgomery County Historical Society) that are not already designated.
- Properties in *A Walking Tour of the Historic Sites of Sandy Spring, Maryland* by Greater Sandy Spring Green Space, Inc., that are not already designated. This includes the original firehouse on MD 108, which could serve as an interesting site for a commercial use.
- Properties in the Maryland Commission on African American History and Culture *Inventory of African American Historical and Cultural Resources* (available at http://www.sailor.lib.md.us/docs/af_am/montgoco.html) that are not designated.

Furthermore, rehabilitation of non-historic structures within or outside the TIZs may be eligible for the tax credits. Such a project must meet a set of criteria proving its benefit to the heritage area.[20]

The old firehouse on MD 108 in the Sandy Spring TIZ could be adapted for community and commercial purposes.

Implementation

Organization and Management

The following considerations were taken into account when developing a recommended management structure:

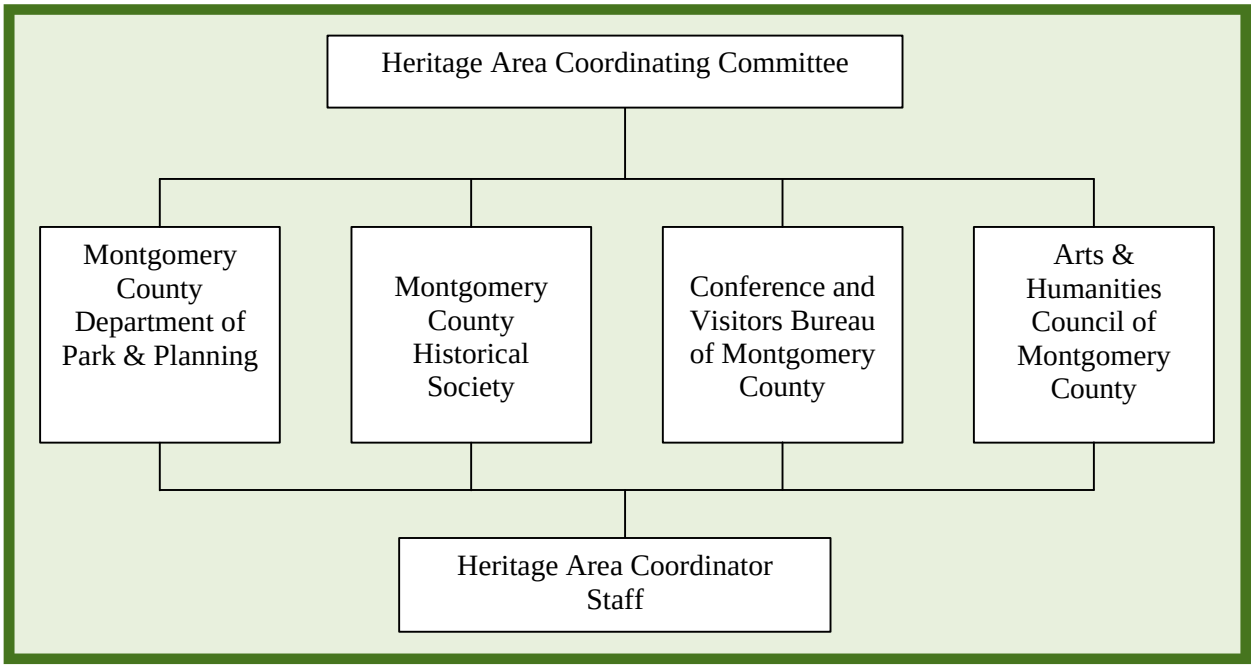
- Many organizations and agencies are already pursuing projects and programs that fit under the umbrella of heritage tourism development.
- Multiple and, in some cases, struggling heritage-related non-profit organizations compete for funds and volunteers.
- Philanthropy tends to be directed more toward cultural organizations and facilities in the national capital rather than toward Montgomery County.

This plan recommends that the structure of the management organization be a Heritage Area Coordinating Committee established through a memorandum of agreement. This committee would be led by members from M-NCPPC, the Montgomery County Historical Society, Conference and Visitors Bureau of Montgomery County, and the Arts and Humanities Council of Montgomery County, all of which have been active in arriving at this recommendation. This diversity in leadership will ensure that a number of perspectives are included in discussions and decision-making related to the heritage area. Other possible coordinating committee members will likely be identified as the heritage area grows. The participation of both public – governmental and quasi-governmental – and private non-profit entities would allow for flexibility in pursuing, receiving, and disbursing funds. Special project committees with representatives from key constituencies would be established as needed. The entire body of participating organizations would operate under the auspices of one recognized name, such as Montgomery County Heritage Alliance (the Alliance).

Initially, at least one full-time staff person would be necessary to coordinate the implementation of heritage area projects and programs. This person would provide support for the coordinating committee's activities, implement projects and programs initiated by the heritage area, and coordinate with funders, partners, and other related organizations. Through negotiated agreement and with partial financial support, administrative assistance would be provided by one of the coordinating committee partners. This plan recommends making the staff person's "home base" at the Montgomery County Historical Society (MCHS). MCHS has been an active participant in the heritage area planning process and is actively considering this arrangement.

Montgomery County Heritage Alliance is a way of creating partnerships among the county's many historic sites, museums, tourism organizations, and conservation, preservation, arts, and recreation groups. The organization is pictured as a modified model of nearby DC Heritage and will (non-inclusive):

- Create an advisory board for the Alliance with representatives from participating groups. With that board's participation, obtain funding through grants, donations, and underwriting to undertake collaborative programs that benefit all and enrich resident and visitor experiences.
- Create a state-of-the-art website for the Montgomery County Heritage Area, where users can learn about the county's heritage and plan their own experiences. Organize it around the themes, appealing to various interest groups or audiences. Provide on it information about sites and facilities open to the public, special events, activities, etc. Have a link to the websites of all participating groups and other organizations relevant to the heritage area. Include a central countywide calendar of heritage events, which should be up to date at all times.
- Develop and plan itineraries that link together sites, trails, and touring routes that may be used to explore the interpretive themes while having an enjoyable leisure experience. Develop maps and guides for the itineraries, and make them readily available in both online and paper versions.
- Assist in planning potential changes to the Certified Heritage Area, including expansion of boundaries, the addition or removal of Target Investment Zones, the approval of criteria for project tax incentive eligibility, and more.
- Create partnerships for marketing, economic development, education, and more.



The structure of the Montgomery County Heritage Alliance allows for an initial staff of one full-time coordinator and an initial Coordinating Committee made up of four primary partner organizations.

Potential Partnerships

Montgomery County has a substantial infrastructure in place for tourism marketing, and as a fledgling initiative, the heritage area is viewed as a complement to existing marketing and visitor cultivation efforts. The Alliance should work toward enhancing heritage products through improved coordination and interpretation rather than attempt to mount a new, independent, and isolated program. The pursuit of active partnerships with the types of organizations below will maximize the benefits of the initiative:

State of Maryland

The State of Maryland Office of Tourism Development has an excellent website (www.mdisfun.org) with a tremendous amount of information, including an interactive trip planning program. Also at the state level, the Maryland Historical Trust's management of the state's heritage program helps expose individual heritage areas to a wider audience. A partnership here would provide a vehicle for the heritage area's destinations to reach a greater number of people.

Destination Marketing Organizations (DMOs)

The CVB of Montgomery County (www.visitmontgomery.com) is the recipient of tourism marketing dollars from the county's hotel occupancy tax and has responsibility for marketing the county. The CVB has begun to market heritage tourism within the county, and its current *Marketing and Media Plan* calls for an active relationship with the heritage area. Since the CVB already markets the county in major media and travel industry outlets, its participation in marketing the heritage area is essential. The Montgomery County CVB is also working with its counterpart in Prince George's County to market heritage tourism throughout the National Capital area.

Heritage & Preservation Groups

Montgomery County's large size and extensive history have resulted in the existence of a wealth of countywide and local heritage/preservation groups. At the county level, Montgomery Preservation, Inc. (www.montgomerypreservation.org), the Montgomery County Historical Society (www.montgomeryhistory.org), and the Arts & Humanities Council of Montgomery County (www.ahcmc.org) all promote historical and cultural activities in the county. In local areas, organizations like Peerless Rockville and Historic Medley Inc. produce their own marketing materials. The heritage area can also tap into the resources of national organizations like the National Trust for Historic Preservation (www.nthp.org). Strategic partnering with heritage and preservation

organizations will provide the heritage area with greater exposure and access to specific target audiences through their memberships.

Lodging, Restaurant, & Retail Businesses

Although contacts with lodging, dining, and retail operators can be accessed through a partnership with the CVB, it may be useful for MCHA to establish direct links with certain individual businesses, particularly those operating smaller properties. Partnership on this scale could be especially advantageous with inns, restaurants, antique shops, etc., located in smaller towns or rural areas. The overall strategy for the heritage area depends on having places to stay, eat, and shop, especially in the gateway areas, and active relationships with these businesses could provide the heritage area with venues to distribute its marketing pieces and viable services for visitors while also providing the businesses with customers.

Recreational & Environmental Organizations

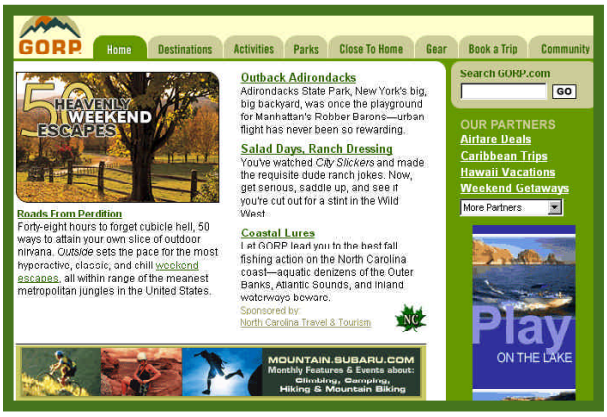
Recreational and environmental advocacy groups reach broad audiences in the region, and creating links between recreational opportunities and nearby heritage sites or adding MCHA links to their websites represents a relatively easy and inexpensive way to generate exposure and even create uniquely packaged opportunities for guests. Some examples of potential partner organizations of this type are:

- The Potomac Conservancy (www.potomac.org) *i* s a regional land and water conservation organization dedicated to protecting and enhancing the natural, scenic, recreational, and historical qualities of the Potomac River and its watershed lands. Its land protection program is compatible with many of the open space and farmland preservation programs in Montgomery County, and the organization maintains lists of recreational and historical resources along the Potomac River and its tributaries on its website.

- The Washington Area Bicyclist Association (www.waba.org) serves as a clearinghouse of information for bicyclists throughout the metropolitan area. The group organizes rides and events and provides information to cyclists wishing to ride on their own. The website has guides to bike routes throughout the region, including historical landmarks and points of interest along the way.

- General recreation websites like Great Outdoor Recreation Pages (www.gorp.com) offer trip-planning interfaces, which allow users to choose a trip by location, cost, and type of experience. GORP has a separate category for "education/learning" and "cultural interaction" trips. Although most of these trips are of the eco-tourism/high adventure variety, there may be interest in promoting heritage tourism in combination with biking, paddling, or hiking.

- A number of private canoe and kayak clubs organize trips along area waterways and are always looking for interesting programs, including historically themed paddling tours.



GORP's website (Great Outdoor Recreation Pages) is one of many potential partners in marketing the heritage area.

Community, Religious, & School Groups

Montgomery County is home to a constellation of community, religious, and school organizations. Many citizens plan their weekend activities and excursions through such organizations, and teaming up with these groups would provide an important link to the heritage area's primary market: county residents. An interesting partner in this effort would be Things 2 Do (www.things2do.org), a website created by and for teens in Montgomery County, which provides ideas for free time activities. The organization behind this website has also established discount arrangements with businesses around the county. County public and private schools could offer a direct link to students and partnership opportunities for educational programming.

Other Jurisdictions

Montgomery County's history, especially that of the Civil War and Underground Railroad, provides many opportunities for partnership with other counties in Maryland. For example, Frederick County would

make a viable partner for Civil War themed travel because of its complementary Civil War history and location next to the MCHA. Other partnerships might be explored that would allow the Underground Railroad story to be linked where many escaping slaves entered the county and where they left it to continue northward.

Timeline for Implementation

Early Actions

Early actions should be carried out within the first two years of MCHA operation. During the first two years following designation of the MCHA, the focus should be on building the organization and producing tangible results – accomplishments that give the heritage area visibility and demonstrate its potential.

Organize and staff the Montgomery County Heritage Alliance. Start with a core board or advisory group comprised of two or three representatives of these allied interests:

- Montgomery County Historical Society
- Conference & Visitors Bureau of Montgomery County
- Arts & Humanities Council of Montgomery County
- Maryland – National Capital Parks & Planning Commission

The advisory group should also include among its members at least one representative of each of the two Target Investment Zones and at least three representatives from the larger certified heritage area.

Develop documents outlining broad purposes and operating by-laws. Operate in a collaborative way, seeking decisions via consensus when possible and having procedures spelled out for reaching a decision when a consensus is not forthcoming. For fundraising activities, utilize one of the nonprofit organizations (preferably the MCHS) as the fiscal agent, providing donors to MCHA with a tax deduction.

Begin regularly convening heritage attraction boards and staff to promote collaboration under the heritage tourism banner. Encourage and support efforts to enhance the audience appeal of heritage attraction programs and exhibits. Seek funds from foundations and the Maryland Heritage Areas Authority to support educational workshops, communications, marketing, and development of the collaborative countywide program, starting with several itineraries centered on farming history, the Underground Railroad, and other topics that appeal to specific market segments: families with kids, residents with visiting family, persons accompanying business travelers, etc.

Work supportively with M-NCPPC on the proposed feasibility study for converting the barn at Woodlawn into an interpretive and orientation facility. Here, the interpretive focus will be the role of Quakers over three centuries, culminating in Underground Railroad activity in the 19th century. Explore the potential for partnerships that enhance the strengths of M-NCPPC through the strengths of partnering organizations. It would be ideal for a heritage programming organization to operate the stone barn, which would be rehabilitated by M-NCPPC. MCHA should seek an approach that focuses beyond appropriate building renovation, tapping into the wealth of formats for conveying information in ways that are engaging and stimulating – immersion exhibits, living history presentations, and other public programs.

Encourage Historic Medley, Inc., to plan and begin conversion of the John Poole House to an engaging orientation/gateway experience for visitors to the Agricultural Reserve and the western county's farming heritage story.

Seek the highest quality of communications and marketing materials. Fund the creation of a strategic marketing plan for the heritage area, which would aim to raise the profile of heritage in Montgomery County. Seek funds for and develop a graphic identity family for the MCHA, including website design, templates for tour brochures and event signage, color/logo guidelines, etc. Launch a terrific website.

Produce at least two themed map/activity guides, using the new graphic identity. Explore partnerships with appropriate county companies to produce and distribute these. Rather than have them only at the CVB and participating MCHA sites, approach local banks or hotel chains to offer them to customers as premiums or part of promotional packages. Major county companies could also offer them to their employees.

Prepare case statements and grant proposals to MHAA and to local and regional foundations and other grant-makers to attract funding for:

- A staff coordinator for MCHA
- Development of a great website
- Seed funds to encourage heritage sites to develop public programming focused on the interpretive theme lines
- Design and production of two or more map/guides in a potentially larger series
- An interpretive plan for the stone barn at Woodlawn and for other key presentations and installations (kiosks, wayside markers, etc) in the Sandy Spring and Poolesville vicinities.

Prepare annual requests and advocate for annual funding support from Montgomery County Council at levels sufficient to match MHAA operating grants. Monitor progress toward heritage area goals, utilizing the reporting measures required by MHAA. Annually, produce a brief journalistic report of progress, posting it on the website and distributing it to key funders and supporters.

Provide active outreach assistance in the two TIZs to promote opportunities for private investment in building rehabilitation and in new or expanded heritage tourism-serving businesses, such as restaurants, shopping, and accommodations. Work with interested property owners to obtain information on incentives, tax breaks, and grants for which they are eligible.

Down the Road

These actions should be goals for implementation in three to five years and beyond.

Re-visit and evaluate the performance of the Montgomery County Heritage Alliance and its governance structure, as well as its relationship to the host organization that has served as its "home base." Modify as seems appropriate, retaining the informal "alliance" structure or moving towards becoming a separate not-for-profit organization.

Continue to serve as a convener of the county's heritage attractions and sites, supporting their increased efforts to become more outreach-oriented and to create more engaging programming.

Consider making more formal the relationship between the MCHA and collaborating heritage organizations through a membership or dues-paying structure, similar to the nearby DC Heritage Coalition.

Launch heritage programs with Montgomery County schools. Using sites and interpretive programming within the heritage area, begin education initiatives for school children.

Explore the potential for expansion of heritage area boundary and potential for additional Target Investment Zones. Work with proponents to develop interpretive themes and heritage development programs that could benefit from heritage area designation.

In three to five years, the Alliance should work with those interested in the Technological Innovation theme or other facets of Montgomery County's history to add new Target Investment Zones or to make changes to the MCHA boundaries. (Monocacy Aqueduct on the C&O Canal above)

Continue to work with participating heritage sites to develop and publish themed map/guides geared to drivers and cyclists, especially those with specialized interests.

The chart on the following page outlines a tentative timeline for implementation.

Timeline for Implementation

	Early Action: Year 1	Mid-term Action: Years 2-4	Long-term Action: Year 5 +
Capital Projects			
Woodlawn Barn rehabilitated as exhibit/educational facility	⊙ ▣	⊙	◬
Farming History Gateway Exhibit (Poolesville)		◬	
Planning & Development Projects			
Interpretive framework plan	◬		
Strategic marketing plan	◬		
Graphic identity system: website, templates for publications, signage, etc. (Strategic Marketing Plan)	◬		
Audio guides: planning & development for 1 of 3 tapes		◬	
Heritage area map/guide: plan, design, & produce 5,000	◬		
School programs			◬
Traveling exhibits: planning, design, & fabrication		⊙	◬
Trail interpretive panels: design, plan, fabricate, & install 10	⊙	▣	⊙ ◬
Underground Railroad thematic map of MCHA: design, write, & produce	◬		
Farming History maps/guides: design, write, & produce	◬		
Scenic Byway Corridor Management Plan: C & O Canal Scenic Byway		▣	◬
Coordinated heritage site signage system: design, fabricate, & install 10	▣	◬	
Poolesville interpretive kiosks & waysides: design, fabricate, & install 4		▣	◬
Sandy Spring/Woodlawn interpretive kiosks & waysides: 4		▣	◬
Technological Innovation Cluster interpretive kiosks: 6		⊙	◬
Staffing & Operations			
Hire Heritage Area Coordinator	◬		
Create and post a website	◬		
Launch capacity building grant program	⊙ ▣	◬	

Plan ⊙
Obtain Funding ▣
Implement/Execute ◬

Making Changes to the MCHA

The county's rich and varied heritage reaches well beyond the geographic boundary and current thematic organization of the Certified Heritage Area. The heritage area leaders consciously decided to begin with a narrowly focused plan to achieve clear and demonstrable results. The need to meet state program requirements was also a factor in this choice. Thus, while the early focus of the heritage area will be on the topics and places described herein, there is likely to come a time when the activities of the heritage area will outgrow the original boundaries and themes. Already there is interest from heritage leaders in Rockville, Gaithersburg, Silver Spring, and elsewhere in being part of the Montgomery County Heritage Area.

A first step toward expansion of the heritage area would be to expand the Alliance's board size and representation to include leaders from communities outside the heritage area boundaries with a demonstrated commitment to and interest in heritage tourism. After progress has been made towards implementing the early actions in this management plan, it will likely become advisable to amend the boundaries of the Certified Heritage Area and/or add Target Investment Zones. Such amendments require approval by the Maryland Heritage Areas Authority.

Expanding MCHA Boundaries

An expansion of the heritage area boundaries must be submitted to Maryland Heritage Areas Authority as a management plan revision, at which point MHAA will hold a public hearing, act on the proposal, and publish the appropriate documentation on the change (should it be accepted). Criteria to guide the Montgomery County Heritage Alliance when this time arises are listed below:

- The management plan revision submission must include an indication of local government support in the form of resolutions from each local government located within the new boundaries. These resolutions should state approval of the revision, authorization of the submission, and guarantee amendment to the master plan, incorporating the management plan as revised.

- A concentration of heritage resources (historic buildings, districts, museums, and natural areas and settings) must exist in the additional geographic area, lending it distinction in the modern suburban landscape.

- Within the revision, a proposal for an interpretive approach that can engage residents and visitors with the history and culture of the county must be outlined.

- There must be significant public participation in the deliberations leading to the request.

Adding Target Investment Zones

The state program envisions Target Investment Zones as places where significant activity is underway or intended and where the benefits available to TIZs could make a difference through enhanced quality, capacity, or leveraged investment. To be considered as a new Target Investment Zone, a community would have to comply with the requirements of the Maryland Heritage Areas Authority first and foremost. MCHA would make the formal application to the state for the TIZ addition, but prior to making such an application, it is recommended that MCHA consider the potential TIZ, seeking at a minimum:

- A concentration of heritage resources (historic buildings, districts, museums, natural areas and settings) that give it distinction in the modern suburban landscape;
- A proposed approach to interpretation that can engage residents and visitors with the history and culture of the county;
- Suitability of the proposed TIZ (which is intended to increase tourism activity) in terms of compatibility with surrounding residential areas;
- Market analysis supporting the existence of opportunities for private investment (building renovation or new/expanded businesses) in ways that add to visitor services and the overall experience;
- Evidence of significant public participation in the deliberations that led to the request for TIZ status; and
- Local government support, signified by adoption of the TIZ into local planning policies and by a resolution of the governing board requesting TIZ designation.

In other words, a new TIZ submission should contain

a "mini-plan," similar to those for Poolesville and Sandy Spring contained herein. Professional assistance may be needed to prepare such a plan, and such assistance would be an eligible activity for funding support from the MHAA.

Cost Estimates

The chart on page 54 contains reasonable cost ranges for key components of the implementation strategies. Costs include capital projects (buildings and other things to be built), planning and programming, and staff/operational. Capital costs are presented here as "order of magnitude." Further, more detailed program and facility planning will enable a finer grain of cost estimating at later stage; therefore, the estimates are viewed as preliminary and are likely to be adjusted as the MCHA moves forward into implementation.

Capital Projects *

		Cost Low	Cost High
Woodlawn Barn rehabilitated as exhibit/educational facility			
4,000 square foot stone barn quality rehabilitation		$720,000	$880,000
All new HVAC, electric, plumbing, & sprinkler systems		$180,000	$220,000
1,000 square feet of interactive exhibits		$225,000	$275,000
400 square feet of classroom w/ AV equipment		$36,000	$44,000
600 square feet of circulation, restrooms, etc.		$54,000	$60,000
	Subtotal	*$1,215,000*	*$1,626,900*
Architect/planning fees @ 10%		$1,336,500	$1,789,590
Contingency @ 10%	**Subtotal**	**$1,470,150**	**$1,968,549**
Poolesville **Farming History Gateway Exhibit** (at John Poole house?)			
Building rehabilitation, lighting, etc. (1,000 square feet)		$225,000	$275,000
Exhibit design, fabrication, and installation (600 square feet)		$135,000	$165,000
	Subtotal	*$324,000*	*$484,000*
Contingency @ 10%	**Subtotal**	**$356,400**	**$532,400**

*These figures do not include long-term operations or staffing costs for these projects.

Planning & Development Projects

Interpretive framework plan		$50,000
Graphic identity system: website, templates for publications, signage, etc.		$50,000
Audio guides: planning & development for 1 of 3 tapes		$25,000
Heritage area map/guide: plan, design, & produce 5,000 copies @ $1 copy		$30,000
School programs (including consultant curriculum specialist)		$40,000
2 traveling exhibits: planning, design, & fabrication		$40,000
Trail interpretive panels: design, plan, fabricate, & install 10 @ $4500 each		$45,000
Underground Railroad thematic map of MCHA: design, write, & produce camera ready		$15,000
Farming History maps/guides: design, write, & produce camera ready		$15,000
Scenic Byway Corridor Management Plan: C & O Canal Scenic Byway		$80,000
Coordinated heritage site signage system: design, fabricate, & install 10 @ $2000 each		$20,000
Poolesville interpretive kiosks & waysides: design, fabricate, & install 4 @ 3000 ea		$12,000
Sandy Spring/Woodlawn interpretive kiosks & waysides: 4 @ $3000 each		$12,000
Technological Innovation Cluster interpretive kiosks; 6 @ $3000 each		$18,000
	Subtotal	*$452,000*
Contingency @ 10%	**Subtotal**	**$497,200**
Total Capital, Planning, & Development Cost Estimates	***$2,323,750***	***$2,998,149***

Staffing & Operations

*This section covers annual coordination functions.

Heritage Area Coordinator	
Salary	$45,000
Benefits (25%)	$11,250
Office Operations	$12,000
Subtotal	*$68,250*
Website services	$20,000
Capacity building grants	$250,000

Seed grants for private, nonprofit preservation groups, museums, and historical attractions seeking more extensive operations/hours

Total Annual Staffing & Operations Cost Estimates	***$338,250***

Funding Sources

MHAA funding is awarded on a 50 percent matching basis and through a competitive process; this means implementation of the strategies and programs presented here calls for an enterprising and partnership-oriented approach to funding. Money needs to come from a variety of public and philanthropic sources, and under the right circumstances, there may even be earned income possibilities.

Public Sources

Montgomery County Government. County Council has been an early and strong supporter of the heritage area initiative. Implementation of the strategies and programs presented in the management plan will bring significant tangible and intangible benefit to the county and its residents. One would expect the County Council to continue to provide funding for operations of the management entity leading implementation.

Maryland Heritage Areas Authority. This state agency provides matching funds for a wide range of programs and activities: planning, program support, exhibit development and fabrication, publications, marketing, and even staff for the management entity. Funding is awarded on a competitive and on a matching (50 percent) basis, and there is competition with now nearly a dozen heritage areas.

Maryland Historical Trust. This state agency administers grant funds for historic site survey, planning, and publications and also provides modest grants for museums and historic sites seeking to enhance their programming. MHT also has very limited funds for restoration of historic buildings. Nearly all MHT grants require matching monies.

Maryland Dept. of Housing & Community Development. MHCD administers several funding programs that could have application within the Heritage Area. One of them is Maryland Main Street, a comprehensive downtown revitalization program that provides funding and programmatic support. This program is of relevance to communities like Poolesville. MHCD also administers several grant and loan programs for small business development, which could be important to revitalization activities in the two TIZs. For instance, the Maryland Capital Access Program is a small business credit enhancement program that enables private lenders to establish a loan loss reserve fund from fees paid by lenders, borrowers, and the State of Maryland. An enrolled loan, or portion of a loan, may range from $10,000 to $1,000,000. Most Maryland small businesses, including nonprofit organizations, are eligible.

Foundations

The metropolitan region has a number of foundations whose interests are in alignment with the vision and strategies of the heritage area. A number of the proposed projects for implementing the heritage area's interpretive programs can be framed in ways that attract support from certain foundations. These include the Eugene & Agnes Meyer Foundation (which has supported historic preservation efforts in the region), the Morris & Gwendolyn Cafritz Foundation, the Fannie Mae Foundation, the Community Foundation for the Washington DC Area (the Montgomery County Community Foundation is an affiliate), the Kiplinger Foundation, and the J. Willard and Alice Marriott Foundation (which has supported tourism organizations).

Corporate Support

Even in an era of diminished corporate earnings, companies should not be overlooked as potential funding partners. Savvy non-profits are becoming more enterprising as they approach corporations and businesses for funds. Some corporations have philanthropic arms or foundations that have an annual budget and nearly every large corporation has two other sources of potential funding: marketing and human relations. Usually funds in the latter two categories are much larger than the budget for charitable giving. Enterprising non-profits re-frame their activities and programs in ways that can be presented to corporations as partnership opportunities where there is direct benefit to the company. An example might be to sell an area hotel chain multiple copies of map/guides that they can provide as a premium to guests for staying with them.

The important message for leaders of the heritage area is that there are sources of funds in addition to the Maryland Heritage Areas Authority. Even while waiting for formal approval as a Certified Heritage Area, the Advisory Committee could be preparing funding submissions for foundations and others. The chart on page 56 outlines potential funding sources for the projects included in the preliminary budget.

Potential Funding Sources

	Estimated Cost	MHAA	Other State Funds	County Funds	Grants/ Philanthropic Funds	In-kind	Partnerships
Capital Projects							
Woodlawn Barn rehabilitated as exhibit/educational facility 4,000 square foot stone barn quality rehabilitation	*$1,470,150 to $1,968,549*	X		X	X		
Poolesville **Farming History Gateway Exhibit** Building rehabilitation, lighting, etc. (1,000 square feet)	*$356,400 to $532,400*	X		X	X		
Planning & Development Projects							
Interpretive framework plan	*$50,000*	X		X			
Graphic identity system	*$50,000*	X		X			
Audio guides	*$25,000*				X		
Heritage area map/guide	*$30,000*	X		X	X		X
School programs	*$40,000*		X		X		
2 traveling exhibits	*$40,000*	X		X	X		X
Trail interpretive panels	*$45,000*	X		X			X
Underground Railroad thematic map	*$15,000*	X		X	X		
Farming History maps/guides	*$15,000*	X		X	X		
Scenic Byway Corridor Management Plan	*$80,000*		X	X			
Coordinated heritage site signage system	*$20,000*	X		X	X		X
Poolesville interpretive kiosks & waysides	*$12,000*	X		X	X		X
Sandy Spring/Woodlawn interpretive kiosks & waysides	*$12,000*	X		X	X		X
Technological Innovation Cluster interpretive kiosks	*$18,000*	X*		X	X		X
Staffing & Operations							
Heritage Area Coordinator/Operations	*$68,250*	X		X			
Website services	*$20,000*	X		X			
Capacity building grants	*$250,000*	X		X	X		

*Any activities taking place outside the official MCHA geographic boundaries would not receive MHAA funds.

Return on Investment

Meaningful Returns

Montgomery County already has a strong tourism and visitation market in place. Furthermore, population analysis indicates that a large market for heritage area activities exists within the county's own boundaries in the form of many residents who are not yet familiar with the exciting stories of their county's heritage. Thus, this plan focuses strongly on interpretation and awareness raising rather than on creating a basic tourism and visitation market or on strategies for attracting new visitors from outside the region.

Because the plan is heavily weighted toward interpretation and packaging, its benefits will differ from the benefits of a more capital-intensive heritage area plan. Interpretive activities yield valuable benefits outside the economic realm, mostly as a result of an increased awareness of and value for the county's heritage. These benefits often fall under the umbrella of quality of life, and are therefore hard to quantify. However, these quality of life benefits are by no means insubstantial. Some examples are as follows:

Shared Understanding and Community Identity. A transient suburban environment with many foreign-born or recently transplanted residents typically does not possess a feeling of community identity and cohesiveness. The heritage area promises to create a countywide appreciation of local history and how the Montgomery County of today owes a great deal to its historical foundations. Raising the collective understanding of the area's identity is likely to help create a greater bond among neighbors, both locally and throughout.

Attraction and retention of businesses and residents. Quality of life is a major issue - if a slightly intangible one - for the recruitment and retention of both businesses and residents. Businesses are drawn to jurisdictions that attract people, and people are drawn to communities with positive identities and cultural resources. Montgomery County's ability to attract economic development has long been due to its educational, cultural, recreational, and human resources. Preserving and interpreting its historical resources will further augment the county's identity.

Educational Resources. Local history is an important part of any school's curriculum. In Montgomery County, students learn a great deal about local history, but do not have many places to experience it and instead travel to other historical sites elsewhere in the state, Washington, DC, or Virginia. Having a network of heritage experiences would benefit the public school system and its students.

More things to see and do. The leisure visitor market in Montgomery County is almost entirely driven by people visiting their friends and relatives who live in the area; these visitors are known as VFRs. VFR travelers tend to come year after year and are always looking for new things to see and do beyond the archetypal attractions of the Washington area. Improving heritage attractions within Montgomery County will allow residents to take their visitors to new and interesting things closer to home. More visitation from VFRs will also lead to economic benefits, as discussed later in this section.

Economic Returns

Because capital projects tend to result in the creation of new buildings and organizations or to increase the scale of existing ones, a capital project typically creates a quantifiable number of jobs, amount of admissions fees, increase in taxes, etc. Since this plan is not heavily weighted with capital projects, the MCHA's implementation plan will not result in as obvious an economic impact as a more capital-intensive heritage area plan might. As the county is already a popular place for visitors to stay, it is appropriate to use resources typically dedicated to large capital projects that are meant to bring in visitors for other uses, such as interpretation, education, and outreach.

That said, though they may be smaller and perhaps less easily measured than those created through capital activities, interpretive and awareness-raising activities do yield economic returns. As noted earlier, the economic benefits from the MCHA plan will accrue to Montgomery County primarily by retaining visitor spending that currently occurs elsewhere in the Washington/Baltimore area, not by drawing in new visitation. These economic benefits will originate from two sources: people already visiting Montgomery County and residents of the county

Within each of these categories there are multiple sub-categories. The points below summarize the categories and sub-categories.

- **People Visiting Montgomery County.** In the 2000, about 1.8 million people visited the county (reported by the CVB of Montgomery County). Of this total, about 581,000 came for business purposes and/or for a conference or seminar. The remaining 1.22 million visitors to the county came at least partially for a pleasure trip. It is assumed that purely business travelers will not be converted into pleasure travelers, so this group is excluded from the analysis. There are three categories of people analyzed:
  - **Visiting Friends and Relatives (VFRs).** VFRs are reliable visitors who come repeatedly to visit their friends and relatives in the county. In 2000, VFRs represented over 80 percent of all non-business visitors to the county, or about 990,000 people.
  - **Other Pleasure Visitors.** This market is very small in Montgomery County, as only about 99,000 visitors per year fit this profile. These visitors come to the county specifically for cultural, historic, or recreational purposes.
  - **Business/Pleasure Visitors** – This market represents people who come to the county for business, but also participate in leisure activities during the trip. The CVB reports the size of this market at about 130,000 people.
- **Residents of Montgomery County.** As discussed before, the primary target market for the MCHA is its resident population. As of the 2000 Census, the county's population was about 873,300. Based on the heritage tourism program, the county's population can generally be divided into four smaller target groups, as follows:
  - **Children Under 15.** In 2000, there were 188,400 children aged 0-14 living in Montgomery County. A large percentage of these children are enrolled in the Montgomery County public school system, and will be candidates to visit heritage sites as part of school groups. Students will have additional opportunities on weekends and school breaks to visit sites with their families. Furthermore, children who are not yet school age or are not enrolled in county schools may visit heritage sites with their families.
  - **Senior Citizens.** Since the majority of the county's 93,500 residents over the age of 65 are retired, they have more free time. Senior citizens are known to visit cultural and historic sites at non-peak times, as they can go on weekdays when such destinations are not as busy.
  - **Adults in Minority Races.** Montgomery County residents of African-American, Asian, and Hispanic heritage should be a primary target for heritage tourism within the county. In 2000, there were roughly 208,300 people in minority ethnic groups between the ages of 15 and 64, and this population forms a unique target demographic.
  - **White Adults.** In 2000, there were 383,100 white adults aged 15 to 64 living in Montgomery County, representing the remainder of the county's population. This segment is the largest among the four.

Economic Returns from Visitors

Economic returns from the Montgomery County Heritage Area are estimated in this section. As discussed above, economic return is examined in two categories: impacts from visitors and impacts from residents. All economic return estimates shown here represent annual impacts, and are calculated for a future year after the plan has been completely implemented.

The first step in estimating visitor impacts is to understand the current visitation level within the county. TravelScope research commissioned by the Maryland Office of Tourism estimated what percentages of visitors to Montgomery County currently participate in heritage tourism related activities in the state of Maryland. Since these activities could be conducted outside of Montgomery County, a further refinement is needed to determine how many visitors the county actually hosts.

It has been estimated that 50 percent of cultural participants stay in the county, as do 25 percent of

historic/museum visitors and 60 percent of parks visitors. So, after completing these calculations, it is estimated that about 160,900 visitors currently participate in heritage-related activities in Montgomery County.

To calculate future use by visitors to the county, the variable adjusted is not how many people participate in activities, but rather how many stay in the county to participate. Future estimates for the three categories of uses are expected to increase following the completion of the plan to 60 percent for cultural events, 40 percent for historic/museum, and 65 percent for parks.

A study of heritage tourism in Pennsylvania found that the typical heritage visitor spends $273 during the course of a trip. This spending figure has been adjusted for each of the three different visitor categories, as each will behave somewhat differently—VFRs will spend far less on lodging and food because they stay and eat with residents while business/ pleasure visitors will probably spend more, as their trips are likely to be longer and they are apt to have more expensive tastes.

Based on these assumptions, **it is estimated that the implementation of the MCHA plan will result in a net increase of 36,100 heritage visitors to the county, resulting an increase in annual spending of $6.44 million.**

Economic Returns from Residents

The calculation of economic returns from Montgomery County residents focuses on how the heritage initiative will be likely to influence different groups of residents to visit heritage sites in their home county. Again, the county's population has been divided into four target groups: Children Under 15, Senior Citizens, Minority Adults, and White Adults.

For each of these four populations, a penetration rate was estimated. These rates represent the percentage by which heritage visitation within the county will increase for each group—it does not attempt to quantify existing visitation. These rates were established understanding the extent to which each group will be targeted by the plan.

Based on these penetration rates, **it is estimated that residents will make an additional 48,300 visits to heritage sites** in Montgomery County per year. Assuming that the typical resident will spend about $27.50 per day on a heritage visit within the county, **the annual economic return from residents would be $1.33 million.**

Total Economic Returns and Tax Benefits

The final step in calculating total economic returns is to combine the returns from the visitor and resident groups. The total returns by category are as follows:

The heritage area initiative can be expected to draw 132,700 additional visits to heritage sites in Montgomery County, resulting in **$7.76 million in additional economic activity**. About 50 percent of the spending will be for food and retail purchases, 42 percent on other purchases (including entertainment and transportation), and the remaining 8 percent will be for lodging expenses.

Assuming a typical annual wage of $20,000 per job created by visitor and resident spending, **there will be an additional 116 jobs created in the county** by the heritage initiative.

This economic activity will result in increases for three different types of taxes: sales tax, lodging tax, and income tax. These tax benefits will be realized by both the State of Maryland and by Montgomery County. The state collects the entire 5 percent sales tax and 3.8 percent of taxable income in income taxes. Montgomery County collects the entire 12 percent lodging tax and 2.5 percent of taxable income in income taxes.

In all, **the county will receive about $137,400 in annual tax benefits and the state will receive additional $443,800; a total of $581,200 in new tax revenues per year**.

The charts on the following pages summarize the above data.

Potential Impacts from Residents

Estimated Size of Population Segments	
Children Under 15	188,400
Senior Citizens	93,500
Adults in Minority Races	208,300
White Adults	383,100
Total Visitors	**873,300**

Additional Penetration by Segment	Add'l % Penetrated	Add'l No. Penetrated
Children Under 15	8%	15,100
Senior Citizens	5%	4,700
Adults in Minority Races	10%	20,800
White Adults	2%	7,700
Total		**48,300**

Spending In County from Resident Visitors	
New Visits from Residents	48,300
Per Capita Daily Spending by Category	
Food/Drink	$6.00
Retail	$10.00
Entertainment/Rec	$4.00
Transp/Other	$7.50
Total Daily Spending	**$27.50**
Total New Spending from Residents	**$1,328,250**

Source: U.S. Bureau of the Census; Economics Research Associates

These charts summarize the data discussed on pages 57 through 59. All charts provided by Economics Research Associates.

Tax Revenues

Tax Revenue by Category				
State Sales Tax				
Total Retail Sales		$5,777,200	$1,328,250	$7,105,450
Sales Taxes	**5%**	**$288,900**	**$66,400**	**$355,300**
County Lodging Tax				
Total Lodging Spending		$659,300	$0	$659,300
Lodging Taxes	**12%**	**$79,100**	**$0**	**$79,100**
Income Tax				
Total Income		$1,931,000	$398,500	$2,329,500
State Income Taxes	3.8%	$73,400	$15,100	$88,500
County Income Taxes	2.5%	$48,300	$10,000	$58,300
Total Income Taxes		**$121,700**	**$25,100**	**$146,800**
Total Annual Tax Revenue				
To County		$127,400	$10,000	$137,400
To State		$362,300	$81,500	$443,800
Total Tax Revenue		**$489,700**	**$91,500**	**$581,200**

Source: Economics Research Associates

Potential Impacts from Visitors

Size of Target Markets	
VFRs*	990,000
Other Pleasure	99,000
Bus/Pleasure	130,000
Total Visitors	**1,219,000**

Current Activities	Total in MD		Amount in Mont. Co.	
	% Doing	No.	% in Co.	No.
Cultural Event	12.4%	151,200	50.0%	75,600
Historic/Museum	8.8%	107,300	25.0%	26,800
Parks	8.0%	97,500	60.0%	58,500
Total		**356,000**		**160,900**

Future Activities	Amount in Mont. Co.		Change from Current
	% in Co.	No.	
Cultural Event	60.0%	90,700	15,100
Historic/Museum	40.0%	42,900	16,100
Parks	65.0%	63,400	4,900
Total		**197,000**	**36,100**

Spending per Visit by Visitor Type *Total Spending/Visit:*				
$273	Lodging	Food/ Retail	Other	Total Spending
VFRs*	$10	$68	$70	$148
Other Pleasure	$49	$123	$87	$259
Bus/Pleasure	$59	$191	$105	$355
Total Visitors	**$49**	**$137**	**$87**	**$273**

Total Potential Impacts (Change in Spending)	No. of Visitors	Lodging	Food/ Retail	Other	Total Spending
VFRs*	29,300	$293,000	$1,992,400	$2,051,000	$4,336,400
Other Pleasure	2,900	$142,100	$356,700	$252,300	$751,100
Bus/Pleasure	3,800	$224,200	$725,800	$399,000	$1,349,000
Total Visitor Spending Change		**$659,300**	**$3,074,900**	**$2,702,300**	**$6,436,500**

Source: Maryland Office of Tourism; TravelScope; Economics Research Associates

*VFR: Visiting Friends or Relatives

Summary of Return on Investment

	By Visitors	By Residents	Totals
Number of New Annual Visits	36,100	48,300	132,700
Additional Spending by Category			
Lodging	$659,300	$0	$659,300
Food/Retail	$3,074,900	$772,800	$3,847,700
Other	$2,702,300	$555,450	$3,257,750
Total Additional Spending	**$6,436,500**	**$1,328,250**	**$7,764,750**
Employment and Wages Generated			
Wages as % of Sales 30%	$1,931,000	$398,500	$2,329,500
Number of Jobs @ Wage of: $20,000	**97**	**20**	**116**

Source: Economics Research Associates

Endnotes

1. *See "Appendix A: State of Maryland Heritage Areas Program" for further information on the state's program.*

2. *All historical information in "Montgomery County's Heritage" provided by Montgomery County Historical Society.*

3. *For explanation and discussion of Target Investment Zones, see sections titled "Poolesville Target Investment Zone" and "Sandy Spring Target Investment Zone."*

4. *Greater Sandy Spring Green Space, Inc., produced the walking tour, and Anthony Cohen, along with the Montgomery County Historical Society (1994), authored the driving tour.*

5. *Data was taken from the annual report of the Washington, DC, Convention and Tourism Corporation.*

6. *The source for all statewide and regional Maryland tourism data is the Maryland Office of Tourism's 2000 Annual Report.*

7. All population numbers are *Census 2000* data.

8. See "Appendix C: Zoning & Land Use" for more information.

9. For baseline economic data on the TIZs and the county, see "Appendix D: Baseline Data."

10. For a text description of the boundaries, see "Appendix E: Target Investment Zones Supplemental Information."

11. Information source is the Poolesville Historic District register form for the National Register of Historic Places Inventory, prepared by J. Richard Rivoire.

12. Information source is the Poolesville Historic District register form for the National Register of Historic Places Inventory, prepared by J. Richard Rivoire.

13. For more urban design and preservation recommendations, see "Appendix E: Target Investment Zones Supplemental Information."

14. For a list of economic performance indicators, see "Appendix E: Target Investment Zones Supplemental Information."

15. Properties are meant to illustrate what types of resources should be considered and is not all-inclusive. Some of these properties are beyond the TIZ boundary.

16. For a discussion of these criteria, see "Appendix F: Criteria for Tax Credit Expansion."

17. For a text description of the boundaries, see "Appendix E: Target Investment Zones Supplemental Information."

18. For more recommendations on urban design and preservation, see "Appendix E: Target Investment Zones Supplemental Information."

19. For economic performance indicators, see "Appendix E: Target Investment Zones Supplemental Information."

20. *For a discussion of these criteria, see "Appendix F: Criteria for Tax Credit Expansion."*

Appendix A:
State of Maryland Heritage Areas Program

To date, ten state heritage areas have been designated or are seeking designation.

Program Intentions. A strong driver behind the state heritage areas program is a desire to heighten economic activity through increased heritage tourism, either by attracting more visitors or by causing existing visitors to lengthen their stays. Other intentions of the Maryland Heritage Areas Program include:

- Promoting the economic potential of the state's many historic, cultural, and natural resources;
- Encouraging better interpretive programming to connect residents and tourists with Maryland's heritage;
- Encouraging preservation and re-use of historic buildings; and
- Fostering partnerships between heritage, economic development, tourism, historic preservation, and other relevant organizations.

Program Benefits. The MD Heritage Areas program provides matching grants for staffing and operations, as well as for program development, including exhibits, facilities, and interpretive plans/materials. Further, the program offers tax credits to private investors for renovation of historic buildings and, in some cases, for renovation of non-historic buildings related to the purposes of the heritage area. Heritage areas also benefit from the state's tourism marketing efforts.

Requirements. The legislation establishing the MD Heritage Areas program requires that – to be approved as a Certified Heritage Area – a Registered Heritage Area must submit a management plan addressing the following:

1) Organizers of potential heritage areas must set clear geographic boundaries for the Certified Heritage Area. The area may be non-contiguous.

2) All political jurisdictions within the heritage area must formally agree to amend their comprehensive plans to adopt the heritage area management plan.

3) The heritage area must include specific Target Investment Zones, which are much smaller geographic areas that are important to the heritage theme and where private investment in heritage-related properties or businesses can be reasonably expected to occur.

4) There must be a non-profit organization or government agency to serve as the management entity for the heritage area, and the plan must address the structure and operation of that organization and provide a schedule for heritage area implementation.

5) The management entity must track a number of economic indicators and report periodically to the State of Maryland Heritage Areas Authority. Thus, ease of tracking using available or attainable data sources should be considered when determining the CHA boundaries.

6) The heritage area must include consideration of the land use recommendations currently in local jurisdictions' plans and those advisable for sensitive development of the heritage area.

7) An inventory of significant natural, cultural, and heritage resources is needed.

8) The management plan must describe possible programming, development, and interpretation activities for the heritage area.

9) Performance measures for the CHA must be outlined, and baseline performance data should be included.

10) An analysis of costs and benefits over both short and long term is necessary.

Appendix B: Heritage Area Resource Inventory

The lists below were obtained from *Heritage Preservation and Tourism Initiative: Montgomery County, Maryland*, the Recognized Heritage Area Application submitted July 2000.[21]

Land

Land Area	497 square miles
Water Area	10 square miles
Parkland (1997)	28,435 acres
Land in Farms (acres)	92,466
% of Land in Farms	29.18
# of Farms	526
# of Horticulture Businesses	350
Harvested Crop Land (acres)	58,800
Pasture Land (acres)	45,878

Transportation

Air

Baltimore Washington International Airport
Washington Dulles International Airport
Ronald Reagan Washington National Airport
Montgomery County Airpark

Rail

Amtrak
MARC Commuter Train
Metro Rail & MetroBus

Bus

Greyhound Bus Lines
MetroBus
Ride-On Bus Service
Washington Flyer

Lodging

Establishments within a heritage cluster are marked with an asterisk * and letter denoting the (U)nderground Railroad, (F)arming, or (I)ndustrial cluster.

Hotels

American Inn Bethesda
Best Western Washington Gateway (Rockville)
Bethesda Court Hotel
Bethesda Marriott
Bethesda Ramada Hotel
Chevy Chase Holiday Inn
Comfort Inn Shady Grove
Courtyard by Marriott, Gaithersburg
Courtyard by Marriott, Rockville
Courtyard by Marriott, Silver Spring
Days Inn Rockville
Days Inn Silver Spring
Double Tree Hotel (Rockville)
Econo Lodge Silver Spring
Econolodge Gaithersburg
Four Points by Sheraton (Bethesda)
Hampton Inn (Germantown)
Hilton Silver Spring
Hilton Washington D.C., North Gaithersburg
Holiday Inn Gaithersburg
Holiday Inn Select Bethesda
Holiday Inn Silver Spring
Homestead Village Germantown
Hyatt Regency Bethesda
Marriott Suites Bethesda
Marriott Washingtonian Center (Gaithersburg)
National 4-H Center (Chevy Chase)
Park Inn International (Rockville)
Quality Suites (Rockville)
Ramada Inn Rockville
Ramada Limited Silver Spring
Residence Inn by Marriott (Bethesda)
Residence Inn by Marriott (Gaithersburg)
Sleep Inn (Rockville)
Springhill Suites (Gaithersburg)
Summerfield Suites Gaithersburg
TownPlace Suites by Marriot (Gaithersburg)
Woodfin Suites (Rockville)

Bed and Breakfasts

The Reynolds of Derwood
Chevy Chase Bed & Breakfast
The Little House at Windswept
*Longwood Manor Bed & Breakfast (U)
Lucy's Bed & Breakfast
*Pleasant Springs Farm Bed and Breakfast (F)
Davis Warner Inn
*HavenSpring (F)
The Sea Voice Inn
The Betty Newmann Cottage
Thoroughbred Bed and Breakfast

Campgrounds

*Little Bennett Regional Park (F)

Extended Stay Accommodations

The Colony at Germantown
ExecuStay By Marriott
Homestead Studio Suites Hotel
Oakwood Worldwide

Linkages

Greenways

Trail facilities within greenways range from informal, unpaved footpaths to paved rail-trail projects crossing jurisdictional boundaries.

Booze Creek
Buck Branch
Bucklodge Branch
Cabin Creek
Cabin John Creek
Capital Crescent Trail
Crabbs Branch
Dry Seneca Creek
Glenmont Greenway
Goshen Branch
Great Seneca Creek
Great Seneca Extension
Hawlings River
Kensington Parkway
Kilgour Branch
Little Bennett Creek
Little Falls Creek
Little Paint Branch
Little Seneca
Long Branch
Magruder Branch
Matthew Henson Greenway
Matthew Henson State Park
Metropolitan Branch Trail
Mill Creek
Muddy Branch
North Branch
North Germantown Greenway
Northwest Branch
Ovid Hazen Wells
Paint Branch
Patuxent Regional Greenway
Potomac River Greenway
Reedy Branch
Rock Creek
Rock Run
Seneca Creek
Sligo Creek
Ten Mile Creek
Tilden Woods
Watts Branch
Wildcat Branch

Tour Operators

Accent on Tours, Inc.
Beyond Guide
Capital City Sights
Eyre Bus, Tour & Travel
Tourmobile Sightseeing

Historic Walking, Cycling, and Driving Tours

Quaker/Underground Railroad Cluster
Rock Creek Park and Hiker/Biker Trail
Northwest Branch Stream Valley Park
Brookeville Walking Tour
Sandy Spring Walking Tours
Sandy Spring Cycling Tours
"The Underground Railroad in Montgomery County, Maryland: A History and Driving Guide"
Rural Legacy Trail

Agriculture Cluster

Poolesville Town Trail*[22]
Hyattstown Walking Trail*
Boyds Biking Trail*
Dickerson Biking Trail*
The Farm Trail*
The Builder Designer Trail*
Seneca Sandstone Biking Trail*
A Canoe Trail*
Approximately six hiking trails on Sugarloaf Mountain, maintained by Stronghold, Inc.
Farm Tour and Harvest Sale (annual event)
Seneca Creek Greenway Trail, including 10 historic mill sites

Technological Innovation Cluster

C&O Towpath, C&O Canal National Park
A number of trails and loops associated with the C&O Canal within the park.
Capital Crescent Trail
Seneca Creek State Park (and associated trails)
The Rail Trail*
Potomac Bottomlands Trail*
The Canal Trail*
Potomac Crossroads Canoe Trail*
Little Bennett Regional Park Mill Trail
Cabin John Stream Valley Trail
Sligo Creek Trail (Waterworks site)
Paint Branch Trail (Rachel Carson site)

State Designated Scenic Roads

Clara Barton Parkway
MacArthur Blvd
Route 189 (Falls Rd.) between Clara Barton and River Road
River Road from Rt 189 to Rt 112
Rt 112 to Rt 28

Rt 28 to county line
Whites Ferry Rd, from Poolesville to Whites Ferry
Rt. 109 to Rt. 355 (Beallsville and Old Hundred)
Rte 355 from northern county line to Rt 121
Rte 121 (Clarksburg Rd going north), from Rt 355 to Rt 108, and 650 to 108 west in Ashton to 216
Rt. 216 to Rt. 29, NE portion

Rustic Roads

The following roadways have been determined by Montgomery County to have a scenic quality that is fitting to protect and preserve "for the benefit of present and future generations."

Exceptional Rustic Roads

Edwards Ferry Rd. W. Offutt to Canal Rd.
Hoyles Mill Rd., White Ground Rd to the planning area boundary
Hunting Quarter Rd, entire length
Kingsley Rd, Burnt Hill To Stringtown Rd.
Martinsburg Rd, Whites Ferry Rd to North PEPCO entrance
Montevideo Rd, entire length
Mouth of Monocacy Rd, Mt Ephriam Rd to Bridge over Little Monocacy River
Mouth of Monocacy Rd, C&O Canal to MD 28
River Rd, Edwards Ferry to Whites Ferry Rd
Sugarland Rd, Sugarland Ln to MD 107
Swains Lock Rd
West Old Baltimore Rd, Barnesville Rd to MD 121

Rustic Roads

Barnesville Rd, Bucklodge Rd (MD 117) to Mt. Ephriam Rd.
Beallsville/Old Hundred Rd. (MD 109), MD 28 to MD 355
Belle Cote Dr, entire length
Big Woods Rd, entire length
Black Rock Rd, entire length
Brookeville Rd, entire length
Budd Rd, entire length
Burdette Ln, entire length
Burnt Hill Rd, entire length
Cattail Rd, MD 28 to end of County Maintenance
Club Hollow Rd, entire length
Comus Rd, Reach Tree Rd to county Line
Davis Mill Rd, Brink Rd to MD 27
Dustin Rd, W of US 29
Edwards Ferry Rd, Whites Ferry Rd to W. Offutt Rd
Elmer School Rd, entire length
Elton Farm Rd, entire length
Frederick Rd, between recommended bypass intersections with MD 355
Gregg Rd, Riggs Rd to Georgia Ave.
Haines Rd, entire length
Hawkes Rd, entire length
Hipsley Mill Rd, entire length
Howard Chapel Rd, MD 650 to County Line
Hughes Rd, River Rd to County Line
Hyattstown Mill Rd, MD 355 to Prescott Rd
Jerusalem Rd, entire length
Jonesville Rd, Jerusalem Rd to Jonesville Terrrace
Kingstead Rd, Burnt Hill to Kings Valley Rd
Moore Rd, entire length
Mount Ephriam Rd, entire length
Mount Nebo Rd, entire length
Mouth of Monocacy Rd, MD 28 to Mt. Ephriam Rd.
Moxley Rd, entire length
Old Buckhouse Ln, entire length
Old River Rd, entire length
Peach Tree Rd, entire length
Pennyfield Lock Rd, entire length
Piedmont Rd, Stringtown Rd to Hawkes Rd
Prescott Rd, Hyattstown Mill Rd to MD 355
Prices Distillery Road, entire length
Riggs Rd, Zion to Gregg Rd
Rileys Lock Rd, entire length
River Rd, W. Willard to Mt Nebo Rd.
Rock Rd, entire length
Santini Rd, entire length
Schaeffer Rd, White Ground Rd. to new park entrance
Stringtown Rd, from possible Midcounty Hwy to Kings Valley Rd.
Sugarland Ln, entire length
Sugarland Rd, Hughes Rd to Sugarland Ln.
Sugarland Rd, MD 107 to MD 28
Sycamore Landing Rd, entire length
Trundle Rd, entire length
Tschiffely Mill Rd, entire length
Violettes Lock Rd, entire length
Wasche Rd, entire length
West Hunter Rd, entire length
West Offutt Rd, entire length
West Willard Rd, entire length
Westerly Rd, Edwards Ferry Rd to County Line
White Ground Rd, entire length
Whites Ferry Rd, Wasche Rd to River Rd
Whites Store Rd, entire length
Wildcat Rd, entire length
Zion Rd, Riggs to Sundown Rd.

Parks & Gardens

National Parks

Chesapeake and Ohio Canal National Historical Park / Great Falls Tavern Visitors Center

Clara Barton National Historic Site
Glen Echo Park

State Parks

Seneca Creek State Park
Patuxent River State Park

State Wildlife Areas

McKee Beshers Wildlife Management Area

Regional & Other Sites

Audubon Naturalist Society
Black Hills Regional Park
Brighton Azalea Gardens
Brighton Dam Road, Brookeville
Brookside Gardens
Cabin John Regional Park
Gardens at Glenview Mansion
Rockville Civic Center Park
Little Bennett Regional Park
McCrillis Gardens and Gallery
Meadowside Nature Center
Rock Creek Regional Park
Seneca Creek State Park
Wheaton Regional Park / Brookside Gardens
Shorefield Road, Wheaton
Agricultural History Farm Park

Attractions

Museums

Boyds Negro School
Clara Barton National Historic Site
Edward Stock Historical Arboretum
National Capital Trolley Museum
Great Falls Tavern Visitor Center
Montgomery County Historical Museum / Beall-Dawson House
Gaithersburg Community Museum
Oakley Cabin
Phillip Ratner Museum
John Poole Store Museum
Riley's Lockhouse
Sandy Spring Museum
Sandy Spring Slave Museum and African Art Gallery
Silver Spring Train Station
Seneca Schoolhouse Museum
Stonestreet Medical Museum
Waters House

Attractions Under Development

Bussard Farmhouse and Barn (Agricultural History Farm Park)
Germantown Community Museum
King Dairy Mooseum at South Germantown Recreational Park
Warren African American Community

Performance Centers and Theaters

Adventure Theatre at Glen Echo Park
Bethesda Academy of Performing Arts
Blackrock Center for the Arts
The Montgomery Playhouse
Olney Theatre Center for the Arts
F. Scott Fitzgerald Theatre at Rockville Civic Center Park
Strathmore Hall Arts Center
American Film Institute (under construction)

Farms Participating in the Montgomery County Farm Tour (2000)

Red Wiggler Foundation, Clarksburg
Jehovah-Jireh Farm, Dickerson
Linden Farms, Dickerson
Poplar Spring Animal Sanctuary, Poolesville
Stadler Nursery, Laytonsville
Camp Olympic, Rockville
Alden Farms, Beallsville
Bucklodge Christmas Trees, Boyds
Catoctin Vineyards, Brookeville
Farmhouse Flowers and Plants, Brookeville
Lewis Orchards, Dickerson
Butler's Orchard, Germantown
Phillips Farm Produce, Germantown
Rock Hill Orchard, Mount Airy
Homestead Farm, Poolesville
Heyser Farms, Silver Spring
Pong's Asian-Pear Orchard, Silver Spring

Other Unique Facilities

Audubon Naturalist Society
Brookside Gardens
Comus Inn
Garrett Park Town Hall
Gudelsky Gallery
High Point Farm
Hollywood Ballroom
Hyattstown Mill
John Poole House
Kentlands Mansion
Maryland College of Art and Design
McCrillis Gardens

Montgomery County Agricultural Center, Inc. Fair Grounds
Montgomery County Department of Parks & Planning (Conference Centers)
National Capital Trolley Museum
Olney Theatre Center for the Arts
Potomac Valley Lodge
Rockville Civic Center Park (Glenview Mansion)
Rockwood Manor Park
Sandy Spring Museum
Seneca Schoolhouse Museum
Smokey Glen Farm
Strathmore Hall Arts Center
The Lodge at Little Seneca Creek
Waters House
Woodlawn Manor

Historical Support Organizations

Art Deco Society of Washington
Black Cultural History Alliance
Boyds/Clarksburg Historical Society
C&O Canal Association
Capitol View Historical Society
Chevy Chase Historical Society
Darnestown Historical Society
Friends of Riley's Lockhouse
Friends of Oakley Cabin and the Underground Railroad
Friends of Agricultural History Farm Park
Friends of Historic Hyattstown
Friends of Great Falls Tavern
Gaithersburg Historical Association
Germantown Historical Society
Greater Sandy Spring Green Space, Inc.
Historic Medley District, Inc.
Jewish Historical Society
Kensington Historical Society
Laytonsville Historical Society
Lincoln Park Historical Society
Menare Foundation
Montgomery County Historical Society
Montgomery Preservation, Inc.
National Railway Historical Society, Potomac Division
Peerless Rockville
Save our Seminary
Silver Spring Historical Society
Sons of Confederate Veterans
Sugarloaf Trails
Sons of Union Veterans
Historic Takoma
Warren Historic Site committee
Washington Grove Historical Commission
Woodside Historical Committee

Farming History Cluster

**MC: MP/Loc Atlas*
NR: Natl Reg

MC #	Resource	Location	Date	Designation*	Owner/Use		Cluster
	Historic Districts						
12-12	*Barnesville*		*18th c*	*MC*	*Priv/Com*	*Res*	*F*
17-01	*Beallsville*		*18th c*	*MC*	*Priv/Com*	*Com*	*F*
18-08	*Boyds*		*19th c*	*MC*	*Priv/Com*	*Var*	*F*
14-27	*Cedar Grove*		*19th c*	*MC*	*Priv/Com*	*Res*	*F*
12-08	*Comus*		*18th c*	*MC*	*Priv/Com*	*Com*	*F*
18-23	*Dawsonville*		*19th c*	*MC*	*Priv/Com*	*Res*	*F*
10-59	*Hyattstown*		*1750*	*MC*	*Priv/Com*	*Var*	*F*
17-15	*Poolesville*		*18th c*	*NR*	*Priv/Com*	*Ag*	*F*
	Individual Properties -Including Private Properties Within Viewshed						
16-09	*Annington*	*Poolesville*	*1823*	*MC/NR*	*Priv*	*Res*	*F*
12-38	*Brewer Farm*	*Beallsville*	*18th c*	*MC*	*Public*	*Pk*	*F*
22-07	*Bussard Farmstead (Agricultural History Farm Park)*	*Derwood*	*19th c.*	*MC*	*Public*	*Ag*	*F*
17-02	*Charline Manor/Hanover*	*Beallsville*	*18thc.*	*MC/NR*	*Com/Golf*	*Rec*	*F*
17-19	*Chiswell's Inheritance*	*Poolesville*	*18th c*	*MC/NR*	*Priv*	*Ag*	*F*
18-21	*Darnall Place*	*Poolesville*	*18th c*	*MC/NR*	*Priv*	*Ag*	*F*
17-15-02	*Dr. Thos Poole House*	*Poolesville*	*1830*	*NR*	*Priv*	*Res*	*F*
17-24	*East Oaks*	*Poolesville*	*1815*	*MC/NR*	*Priv*	*Ag*	*F*
16-02	*Edw Chiswell Farm*	*Dickerson*	*1780-1870*	*MC*	*Public*	*Ag*	*F*
17-18	*Elijah Church Cemetery*	*Poolesville*	*19th c.*	*MC*	*Public*	*Ch*	*F*
17-10	*Flint's Grove/Conlon House*	*Poolesville*	*18th c*	*MC*	*Priv*	*Res*	*F*
12-11	*Frederick Hays House*	*Barnesville*	*19c*	*MC*	*Priv*	*Res*	*F*
18-15	*Friends Advice*	*Boyds*	*18thc.*	*MC/NR*	*Priv*	*Ag*	*F*
10-01	*Friendship*	*Damascus*	*19c*	*MC*	*Priv*	*Res*	*F*
12-02	*Harris Houses*	*Barnesville*	*19thc*	*MC*	*Priv*	*Res*	*F*
10-76	*Hyattstown Mill and Miller's House*	*Hyattstown*	*18thc.*	*MC*	*Public*	*Mill*	*F*
10-14	*Ingalls Farm*	*Damascus*		*MC*	*Priv*	*Ag*	*F*
12-35	*Inverness*	*Dickerson*	*1820*	*MC*	*Priv*	*Ag*	*F*
12-05	*James Pearre Farm*	*Comus*	*1780*	*MC*	*Priv*	*Ag*	*F*
17-15-01	*John Poole House & Store*	*Poolesville*	*1793*	*NR*	*Museum*	*Com*	*F*
18-14	*Joseph C. White House*	*Boyds*	*1820*	*MC*	*Public*	*Pk*	*F*
10-48	*Kingsley School*	*Damascus*	*19thc*	*MC*	*Public*	*Ed*	*F*

12-32	*Martinsburg Rd*	*Dickerson*	*1920*	*MC*	*Public*	*Rd*	*F*
10-12	*Mendelssohn Terrace*	*Damascus*		*MC*	*Priv*	*Ag*	*F*
17-10	*Monocacy Cemetery*	*Beallsville*	*18thc.*	*MC*	*Public*	*Cem*	*F*
17-58	*Montevideo*	*Seneca*	*1820*	*MC*	*Priv*	*Ag*	*F*
MC# Cluster	**Resource**	**Location**	**Date**	**Designation***	**Owner**	**Use**	
17-25	*Mount Pleasant*	*Poolesville*	*18th c*	*MC*	*Priv*	*Ag*	*F*
12-22	*Mt Carmel/Gott Farm*	*Dickerson*	*18th c.*	*MC*	*Priv*	*Res*	*F*
12-01	*Mt Ephraim*	*Dickerson*	*1870*	*MC*	*Priv*	*Ag*	*F*
17-09	*Old Chiswell Place*	*Poolesville*	*18th c*	*MC*	*Priv*	*Res*	*F*
13-03	*Oliver Watkins House*	*Germantown*	*19thc*	*MC*	*Public*	*Ag*	*F*
17-59	*Overseer's House/Riverview*	*Seneca*	*19thc*	*MC*	*Priv*	*Ag*	*F*
15-23	*Perry Etchison House*	*Laytonsville*	*18thc.*	*MC*	*Priv*	*Res*	*F*
17-56	*Seneca Schoolhouse*	*Seneca*	*1866*	*MC/NR*	*Museum*	*Ed*	*F*
10-70	*Sugarloaf Mountain Chapel*	*Comus*	*19thc*	*MC*	*Pub*	*Rel*	*F*
16-10	*The Mansion*	*Poolesville*	*18thc.*	*MC*	*Priv*	*Res*	*F*
16-01	*Trundle-Wells Farm*	*Dickerson*	*18thc.*	*MC*	*Priv*	*Ag*	*F*
17-12	*Valhalla*	*Poolesville*	*18thc.*	*MC/NR*	*Priv*	*Ag*	*F*
17-20	*Wallace Poole/Dowden's Luck*	*Poolesville*	*1820*	*MC/NR*	*Priv*	*Ag*	*F*
12-14-03	*Warfel Store*	*Barnesville*	*20th*	*MC*	*Priv/Com*	*Ag*	*F*
16-12	*Warren M.E. Church*	*Dickerson*	*1870*	*MC*	*Public*	*Ed*	*F*
19-01	*Waters House/Pleasant Fields*	*Germantown*	*18th-19th*	*MC*	*Museum*	*Ag*	*F*
12-14-02	*White/Poole House*	*Barnesville*	*19th c.*	*MC*	*Priv*	*Res*	*F*
	Barns						
10-75	*Bank Barn*	*Comus*	*1850*	*MC*	*Priv*	*Ag*	*F*
12-43	*Ensor Barn*	*Dickerson*		*MC*	*Priv*	*Ag*	*F*
23-15	*Freeman Barns at Sundown*	*Sundown*	*1924*	*MC*	*Priv*	*Ag*	*F*
12-31	*Gothic Barn at Lawrence White Farm*	*Dickerson*	*1920*	*MC*	*Public*	*Ag*	*F*
	James & Macie King Barn	*Germantown*	*1920*		*Park*	*Rec*	*F*
	Spring Valley, Poolesville	*Poolesville*	*1909*		*Priv*	*Ag*	*F*
19-01	*Waters Barn*	*Germantown*	*1850*	*MC*	*Public*	*Ag*	*F*
19-35	*Wesley Hargett Brick Silo*	*Germantown*		*MC*	*Priv*	*Ag*	*F*
	Scenic Routes (state designated)						
	Rt. 28 to Rt. 107 (original road to Monocacy trading post)						*F*
	Whites Ferry Rd, from Poolesville to Whites Ferry						*F*
	Rt. 109 (Beallsville and Old Hundred) to Rt. 355						*F*
	Rte 355 from northern county line to Rt 121						*F*

Exceptional Rustic Roads (County designated)

	Hoyles Mill Rd., White Ground Rd to the planning area boundary						*F*
	Kingsley Rd, Burnt Hill to Stringtown Rd.						*F*
	Martinsburg Rd, Whites Ferry Rd to North PEPCO entrance						*F*
	Mouth of Monocacy Rd, Mt Ephriam Rd to Bridge over Little Monocacy River						*F*
	Sugarland Rd, Sugarland Ln to MD 107						*F*
	West Old Baltimore Rd, Barnesville Rd to MD 121						*F*

Rustic Roads (County designated)

MC#	Resource	Location	Date	Designation*	Owner	Use	Cluster
	Barnesville Rd, Bucklodge Rd (MD 117) to Mt. Ephriam Rd.						*F*
	Beallsville/Old Hundred Rd. (MD 109), MD 28 to MD 355						*F*
	Big Woods Rd, entire length						*F*
	Black Rock Rd, entire length						*F*
	Budd Rd, entire length						*F*
	Burdette Ln, entire length						*F*
	Burnt Hill Rd, entire length						*F*
	Cattail Rd, MD 28 to end of County Maintenance						*F*
	Club Hollow Rd, entire length						*F*
	Comus Rd, Reach Tree Rd to county Line						*F*
	Davis Mill Rd, Brink Rd to MD 27						*F*
	Edwards Ferry Rd, Whites Ferry Rd to W. Offutt Rd						*F*
	Elmer School Rd, entire length						*F*
	Frederick Rd, between recommended bypass intersections with MD 355						*F*
	Haines Rd, entire length						*F*
	Hawkes Rd, entire length						*F*
	Hyattstown Mill Rd, MD 355 to Prescott Rd						*F*
	Jerusalem Rd, entire length						*F*
	Jonesville Rd, Jerusalem Rd to Jonesville Terrrace						*F*
	Kingstead Rd, Burnt Hill to Kings Valley Rd						*F*
	Moore Rd, entire length						*F*
	Mount Ephriam Rd, entire length						*F*
	Mouth of Monocacy Rd, MD 28 to Mt. Ephriam Rd.						*F*
	Moxley Rd, entire length						*F*
	Old Bucklodge Ln, entire length						*F*
	Peach Tree Rd, entire length						*F*
	Piedmont Rd, Stringtown Rd to Hawkes Rd						*F*
	Prescott Rd, Hyattstown Mill Rd to MD 355						*F*

	Prices Distillery Road, entire length						*F*
	Schaeffer Rd, White Ground Rd. to new park entrance						*F*
	Stringtown Rd, from possible Midcounty Hwy to Kings Valley Rd.						*F*
	Sugarland Ln, entire length						*F*
	Sugarland Rd, Hughes Rd to Sugarland Ln.						*F*
	Sugarland Rd, MD 107 to MD 28						*F*
	Trundle Rd, entire length						*F*
	Wasche Rd, entire length						*F*
	West Hunter Rd, entire length						*F*
	West Willard Rd, entire length						*F*
	Westerly Rd, Edwards Ferry Rd to County Line						*F*
	White Ground Rd, entire length						*F*
	Whites Ferry Rd, Wasche Rd to River Rd						*F*
	Whites Store Rd, entire length						*F*

MC# Cluster	Resource	Location	Date	Designation*	Owner	Use	
	Pick-Your-Own						
	Butler's Orchard	*Germantown*					*F*
	Homestead Farm	*Poolesville*					*F*
	Jean Phillip's Market	*Germantown*					*F*
	Lewis Orchard	*Dickerson*					*F*
	General Stores (Operating)						
	Dickerson Store	*Dickerson*					*F*
15-29	*Hawkins Store*	*Etchinson*		*MC*			*F*
17-62	*Poole's General Store/Seneca Store*	*Seneca*		*MC/NR*			*F*
Farm/Industrial							
24-06	*Black Rock Mill*	*Germantown*	*1820*	*MC*	*Park*	*Ed*	*F/I*
12-21	*Dickerson Train Station*	*Dickerson*	*19th c.*	*MC*	*Public*	*RR*	*I/F*
24-17	*DuFief Mill*	*Potomac*	*1850*	*MC*	*Public*	*Com*	*F/I*
17-56	*Seneca Schoolhouse*	*Seneca*	*1866*	*NR*	*Museum*	*Ed*	*F/I*
17-62	*Seneca Store (Poole's Store)*	*Seneca*	*1850*	*MC*	*Public*	*Com*	*F/Ia*
16-06	*White's Ferry*	*Dickerson*	*1760*	*MC*	*Public*	*Comm*	*I/F*

Technological Innovation Cluster

CANAL AND RIVER INDUSTRIES

	Historic Districts						
	Chesapeake & Ohio Canal National Historical Park		*1828*	*MC*	*Park*	*Rec*	*I*
35-26	*Glen Echo/Chautauqua National Historical Park*	*Glen Echo*	*1890*	*MC/NR*	*Park*	*Red*	*I*
	Patowmack Canal Historic District	*Potomac River*		*NR*	*Public*	*Com*	*I*
	Individual Properties						
29-42	*Cabin John and Stoneyhurst Quarries*	*Bethesda*	*19th c*		*Priv*	*Com*	*I*
	David W. Taylor Model Basin	*Bethesda*		*NR*	*Govt*	*Com*	*I*
12-24	*Dickerson Quarries*	*Dickerson*	*18th c.*	*MC*	*Priv*	*Com*	*I*
16-08	*Iron Bridge/Sandstone Culvery*	*Dickerson*	*19th c*	*MC*	*Park*	*Com*	*I*
10-38	*King's Distillery Site*	*Hyattstown*	*19th c.*	*n/a*	*Park*	*Com*	*I*
29-40	*Magruder's Blacksmith Shop*	*Bethesda*	*19th c*	*MC*	*Priv*	*Res*	*I*
29-27	*Maryland Gold Mines*	*Potomac*	*1890*	*MC*	*Public*	*Rec*	*I*
29-31	*Old Angler's Inn*	*Potomac*	*1850*	*MC*	*Public*	*Com*	*I*
29-33	*Rock Run Gold Mines, Potomac*	*Potomac*	*1861*	*MC*	*Park*	*Rec*	*I*
17-52	*Seneca Sandstone Quarry*	*Seneca*	*18th c*	*MC*	*Public*	*Rec*	*I*
17-53	*Tschiffely Stone Cutting Mill/Seneca Stone Mill*	*Seneca*	*19th c*	*MC*	*Park*	*Rec*	*I*
35-37	*Union Arch/Cabin John Bridge (Aqueduct)*	*Cabin John*	*19th c*	*MC/NR*	*Public*	*Com*	*I*
17-61	*Upton Darby House*	*Seneca*	*1850*	*MC*	*Park*	*Res*	*I*
	C & O Canal Resources						
MC# Cluster	**Resource**	**Location**	**Date**	**Designation***	**Owner**	**Use**	
16-07	*C&O Warehse & Loading Dock*	*Dickerson*	*1830*	*MC*	*Park*	*Com*	*I*
12-28	*Canal Warehouse*	*Dickerson*	*1850*	*MC*	*Park*	*Com*	*I*
29-30	*Great Falls Tavern/Crommelin House*	*Potomac*	*1830*	*MC*	*Park*	*Rec*	*I*
35-20	*Lock #20 at Great Falls*	*Potomac*	*1830*	*MC*	*Park*	*Com*	*I*
35-27	*Lock #7 & Lockhouse*	*Glen Echo*	*1828*	*MC*	*Park*	*Com*	*I*
35-21	*Lock #8 & Lockhouse*	*Glen Echo*	*1828*	*MC*	*Park*	*Com*	*I*
17-49	*Lock House #25*	*Poolesville*	*1830*	*MC*	*Park*	*Com*	*I*
16-05	*Marble Quarry*	*Potomac*	*1800*	*MC*	*Park*	*Ind*	*I*
12-27	*Monocacy River Aqueduct*	*Dickerson*	*1828*	*MC*	*Park*	*Com*	*I*
25-15	*Pennyfield Lock & Houses*	*Potomac*	*1828*	*MC*	*Parl*	*Com*	*I*
24-26	*Riley's Lockhouse*	*Seneca*	*1830*	*MC*	*Park*	*Com*	*I*
24-25	*Seneca Aqueduct*	*Seneca*	*1829*	*MC*	*Park*	*Com*	*I*
25-17	*Swain's Lockhouse & Lock*	*Potomac*	*1830*	*MC*	*Park*	*Com*	*I*
29-29	*Water Supply Building*	*Potomac*	*19th c*	*MC*	*Park*	*Com*	*I*
	Industrial Heritage Resources						

	Carousel at Glen Echo Park	*Glen Echo*		*NR*	*Public*	*Rec*	*I*
	Chautauqua Tower	*Glen Echo*		*NR*	*Public*	*Ed*	*I*
35-25	*Clara Barton House*	*Glen Echo*	*1891*	*NR*	*Museum*	*Res*	*I*
	Gaithersburg Latitude Observatory	*Gaithersburg*		*NR*	*Public*	*Com*	*I*
35-26	*Glen Echo/Chautauqua National Historical Park*	*Glen Echo*	*1890*	*MC/NR*	*Park*	*Red*	*I*
35-22	*Rammed Earth House*	*Cabin John*		*MC/NR*	*Priv*	*Res*	*I*
29-44	*Robert Llewellyn Wright House*	*Bethesda*	*1954*	*MC/NR*	*Priv*	*Res*	*I*
	Washington Aqueduct	*Macarthur Blvd*	*19th c*		*Public*	*Com*	*I*

Scenic Routes (state designated)
Clara Barton Parkway
MacArthur Boulevard
Darnestown Rd (Rt 28) to county line
River Road from Rt 189 to Rt 112
Route 189 (Falls Rd.) between Clara Barton and River Road
Seneca Rd (Rt 112) to Rt 28

Exceptional Rustic Roads (County designated)
Edwards Ferry Rd., W. Offutt to Canal Rd.
Hunting Quarter Rd, entire length
Montevideo Rd, entire length
Mouth of Monocacy Rd, C&O Canal to MD 28
River Rd, Edwards Ferry to Whites Ferry Rd
Swains Lock Rd, entire length

Rustic Roads (County designated)
Hughes Rd, River Rd to County Line

MC# Cluster	Resource	Location	Date	Designation*	Owner	Use

Mount Nebo Rd, entire length
Old River Rd, entire length
Pennyfield Lock Rd, entire length
Rileys Lock Rd, entire length
River Rd, W. Willard to Mt Nebo Rd
Sycamore Landing Rd, entire length
Tschiffely Mill Rd, entire length
Violettes Lock Rd, entire length
West Offutt Rd, entire length

RAILROAD LEGACY

Historic Districts

Gaithersburg	*Gaithersburg*		*Priv/Com*	*Var*	*I*
Garrett Park	*Garrett Park*	*MC/NR*	*Priv/Com*	*Var*	*I*
Kensington	*Kensington*	*MC/NR*	*Priv/Com*	*Var*	*I*
Washington Grove	*Washington Grove*	*NR*	*Priv/Com*	*Var*	*I*

Railroad Stations

Dickerson	*Dickerson*	*MC*	*Public*	*RR*	*I*
Garrett Park	*Garrett Park*	*MC/NR*	*Public*	*RR*	*I*
Gathersburg	*Gaithersburg*	*NR*	*Public*	*RR*	*I*
Kensington	*Kensington*	*MC/NR*	*Public*	*RR*	*I*
Rockville	*Rockville*	*NR*	*Public*	*RR*	*I*
Silver Spring	*Silver Spring*	*MC*	*Museum*	*Ed*	*I*

Underground Railroad/Quaker History Cluster

UNDERGROUND RAILROAD

Individual Properties

23-17	*Edgehill*	*Olney*	*1780*	*MC*	*Priv*	*Res*	*U*
23-35	*Gaither/Howard House*	*Unity*	*19thc*	*MC*	*Priv*	*Ag*	*U*
23-11	*Howard Chapel Cemetery*	*Sandy Spring*	*19c*	*MC*	*Priv*	*Ag*	*U*
23-08	*Howard House Cemetery*	*Sandy Spring*	*1857*	*MC*	*Priv*	*Ag*	*U*
23-53	*Mt. Zion/Blue Mash*	*Mt. Zion*	*1872*	*MC*	*Public*	*Ed*	*U*
28-66	*Odd Fellows Lodge*	*Sandy Spring*	*1920*	*MC*	*Priv*	*Res*	*U*
28-11-02	*Sharp Street United Methodist Church*	*Sandy Spring*	*1885*	*MC*	*Public*	*Rel*	*U*

Rock Creek Stream Valley Park
Slavery Museum, Sandy Spring
Sandy Spring Museum, Sandy Spring

Scenic Routes (state designated)
Rte 121 (Clarksburg Rd going north), from Rt 355 to Rt 108, and 650 to 108 west in Ashton to 216

Rt. 216 to Rt. 29, NE portion

MC # Cluster	Resource	Location	Date	Designation*	Owner	Use

Rustic Roads (County designated)
Belle Cote Dr, entire length
Brookeville Rd, entire length

Dustin Rd, W of US 29
Elton Farm Rd, entire length
Gregg Rd, Riggs Rd to Georgia Ave.
Hipsley Mill Rd, entire length
Howard Chapel Rd, MD 650 to County Line
Riggs Rd, Zion to Gregg Rd
Rocky Rd, entire length
Santini Rd, entire length
Wildcat Rd, entire length
Zion Rd, Riggs to Sundown Rd.

QUAKER

Historic Districts

23-65	*Brookeville*	*Brookeville*	*18thc*	*MC/NR*	*Priv/Com*	*Var*	*U*
28-11	*Sandy Spring*	*Sandy Spring*	*18thc*	*MC/NR*	*Priv/Com*	*Var*	*U*
23-37/38	*Triadelphia & Triadelphia Cemetery*	*Brookeville*	*1809*	*MC*	*Public*	*Rec*	*U*

Individual Properties

28-11-03	*Ashton Orthodox Meeting House (Sandy Spring Friends School)*	*Sandy Spring*	*1880*	*MC*	*Public*	*Ed*	*U*
28-63	*Bloomfield*	*Sandy Spring*	*1795*	*MC*	*Priv*	*Res*	*U*
23-69	*Brookeville Woolen Mill and House*	*Brookeville*	*18th c*	*MC/NR*	*Priv*	*Ag*	*U*
28-65	*Cloverly*	*Sandy Spring*	*1850*	*MC*	*Priv*	*Res*	*U*
15-41	*Clifton*	*Ashton*	*1742*	*MC/NR*	*Priv*	*Res*	*U*
15-51	*Drayton*	*Spencerville*	*1840*	*MC*	*Priv*	*Res*	*U*
15-52	*Edgewood II*	*Spencerville*	*1859*	*MC*	*Priv*	*Com*	*U*
23-57	*Falling Green*	*Olney*	*1764*	*MC*	*Public*	*Rec*	*U*
28-03	*Mount Airy*	*Ashton*	*1845*	*MC*	*Priv*	*Res*	*U*
23-60	*Oakley Cabin – Brooke family*	*Brookeville*	*1764*	*MC*	*Museum*	*Rex*	*U*
23-98	*Olney House*	*Olney*	*1810‘*	*MC*	*Public*	*Com*	*U*
23-90	*Riverton*	*Brookeville*	*1848*	*MC*	*Priv*	*Res*	*U*
23-97	*Rockland – Benjamin Hallowell*	*Olney*	*1838*	*MC*	*Priv*	*Res*	*U*
28-11-01	*Sandy Spring Friends Meeting House*	*Sandy Spring*	*1817*	*MC*	*Public*	*Rel*	*U*
23-93	*Sharon*	*Sandy Spring*	*1794*	*MC*	*Priv*	*Res*	*U*
23-115	*Willow Grove*	*Olney*	*1850*	*MD*	*Priv*	*Res*	*U*
28-14	*Woodlawn*	*Sandy Spring*	*1751*	*MC*	*Park*	*Ag*	*U*

Appendix C: Zoning & Land Use

County General Plan

Although refined and revised several times since its first adoption, the precepts laid out in ***On Wedges & Corridors: A General Plan for the Maryland-Washington Regional District in Montgomery and Prince George's Counties*** (1964) remain guiding principles of the county's development today. Updates of the plan reaffirm its "wedges and corridors" approach, which is a regional land use pattern channeling growth into development corridors and preserving wedges of open space, farmland, and lower density residential uses.

Land use is central to this plan, which describes a desired development pattern for the county. The *1993 General Plan Refinement* describes nine major objectives for land use and development:

1. Direct the major portion of Montgomery County's future growth to the Urban Ring and I-270 Corridor, especially to transit station locales.
2. Recognize the importance of identifiable centers of community activity at all levels: city, town, neighborhood, and rural community.
3. Provide for moderate density residentially-based Suburban Communities located between the Urban Ring and Corridors, and the Wedges.
4. Preserve farmland and rural open space in the Agricultural Wedge.
5. Maintain a low-density Residential Wedge to provide a large-lot housing resource and as one way to help protect sensitive environmental areas.
6. Provide zoned land for different types and intensities of housing and employment uses.
7. Provide a coordinated and comprehensive system of parks, recreation, and open space.
8. Recognize the importance of implementing the goals, objectives, and strategies of the 1993 plan refinement when allocating public investments in community facilities.

Beyond land use, other topics covered in the general plan include housing, employment/economic activity, transportation, environment, and regionalism. Of special note is the section providing five major objectives for community identity and design:

1. Recognize, reinforce, or create each community's unique character and identity.
2. Ensure that centers are attractive, functional, visible, safe, and highly accessible to their communities.
3. Identify and preserve significant historic, scenic, and cultural features and promote art in public areas.
4. Strive for government facilities with service boundaries that foster a sense of community.
5. Create and maintain attractive, functional, and safe communities utilizing innovative approaches and regulatory processes.

County Master Plans

In concert with the General Plan, Montgomery County also utilizes master plans, sector plans, and functional plans. These are created through community-based planning within seven geographic regions in the county and adopted as amendments to the General Plan. The boundaries of the MCHA touch upon or fall within the following master planning areas:

- Rural Planning Area (Town of Poolesville, Dickerson, Boyds)
- Eastern County Planning Area (Cloverly, Sandy Spring/Ashton)
- Georgia Avenue Planning Area (Olney)
- Bethesda-Chevy Chase/North Bethesda Planning Area
- Potomac Planning Area

Continued on next page

Municipal Plans

The only municipality within the MCHA is the Town of Poolesville. The town is preparing an update to the 1996 plan, has responded positively to the concepts presented in the management plan, and is considering them for potential integration into the plan update.

Land development regulations in the 1996 plan allow for seven total zones spread over approximately 2,400 acres. The bulk of commercial usage is along MD 107/White's Ferry Road, and residential uses are by far the most common. Acreage breaks down as follows:

Rural Density Transfer	595.6 acres
Residential (1/2 acre)	1,1441.1 acres
Residential (1/3 acre)	539 acres
Multiple-Residential	30 acres
Commercial	59.7 acres
Special Commercial	3.7 acres
Industrial	2.1 acres
Total Acreage	**2,374.2 acres**

The Town of Poolesville Master Plan also provides design rules for commercial development. These provide guidance on structure height, front façade proportions, porch projections, spacing of building masses, ground cover, landscaping, and more. All new commercial development in the Town of Poolesville must address the design guidelines in order to be approved by the town's Planning Board.

Appendix D: Baseline Data

County

Although the Maryland Office of Tourism does not report visitation data at the county level, it does track tax receipts from visitor industry businesses at the county level. For hotel and motel taxes, Montgomery County ranks second in the state for tax receipts ($11.1 million), trailing only Baltimore City ($13.7 million), and well ahead of all other counties—third place Baltimore County's collections were $5.9 million. For amusement/admission taxes, Montgomery County's receipts rank fourth in the state at $4.4 million, well behind Prince George's County ($9.0 million), Baltimore City ($6.9 million), and Baltimore County ($6.3 million).

Poolesville TIZ

Poolesville Data, ZIP Code 20837

Number of establishments: 116
First quarter payroll: $4,042,000
Number of employees: 845
Annual payroll: $18,650,000
Average Annual Pay: $22,071

	Number of Establishments by Employment Size Class					
	Total Estabs	**1-4**	**5-9**	**10-19**	**20-49**	**50-99**
Forestry, fishing, hunting, and Agriculture	2	2	0	0	0	0
Construction	22	13	3	2	4	0
Manufacturing	1	1	0	0	0	0
Wholesale trade	2	2	0	0	0	0
Retail trade	13	6	1	3	2	1
Hardware stores	1	1	0	0	0	0
Grocery (except convenience) stores	3	0	1	1	0	1
Convenience stores	1	0	1	0	0	0
Beer, wine & liquor stores	2	2	0	0	0	0
Pharmacies & drug stores	1	0	0	0	1	0
Optical goods stores	1	1	0	0	0	0
Other gasoline stations	2	0	0	2	0	0
Other clothing stores	1	1	0	0	0	0
Sporting goods stores	2	2	0	0	0	0
Hobby, toy & game stores	1	1	0	0	0	0
Transportation & warehousing	2	2	0	0	0	0
Finance & insurance	6	4	2	0	0	0
Real estate & rental & leasing	5	4	1	0	0	0
Professional, scientific & technical services	20	16	1	2	1	0
Admin, support, waste mgt, remediation services	12	6	1	4	1	0
Educational services	1	1	0	0	0	0
Health care and social assistance	9	5	1	2	1	0
Arts, entertainment & recreation	4	3	0	0	1	0
Accommodation & food services	6	2	0	2	1	1
Other services (except public administration)	11	8	2	0	1	0
Total	**116**	**75**	**12**	**15**	**12**	**2**

Source: U.S. Census Bureau, 1999 County Business Patterns; Economics Research Associates

Sandy Spring TIZ

Sandy Spring Data, ZIP Code 20860

Number of establishments: 41
First quarter payroll: $6,019,000
Number of employees: 875
Annual payroll: $25,924,000
Average Annual Pay: $29,627

	Number of Establishments by Employment Size Class						
	Total Estabs	**1-4**	**5-9**	**10-19**	**20-49**	**50-99**	**100-249**
Construction	9	3	2	2	1	1	0
Wholesale trade	0	0	0	0	0	0	0
Retail trade	4	3	0	1	0	0	0
All other home furnishings stores	1	1	0	0	0	0	0
Grocery (except convenience) stores	1	1	0	0	0	0	0
Food (health) supplement stores	1	1	0	0	0	0	0
Other gasoline stations	1	0	0	1	0	0	0
Women's clothing stores	1	1	0	0	0	0	0
Transportation & warehousing	2	2	0	0	0	0	0
Finance & insurance	2	1	0	0	0	0	1
Real estate, rental, leasing	3	1	1	0	0	1	0
Professional, scientific, technical service	2	1	0	1	0	0	0
Management of companies & enterprises	2	1	0	0	1	0	0
Admin, support, waste mgt, remediation	2	1	1	0	0	0	0
Educational services	1	0	0	0	0	0	1
Health care & social assistance	7	1	2	0	3	0	1
Arts, entertainment, recreation	1	1	0	0	0	0	0
Accommodation & food services	2	1	1	0	0	0	0
Other services (except public admin.)	3	1	2	0	0	0	0
Total	**41**	**18**	**9**	**4**	**5**	**2**	**3**

Source: U.S. Census Bureau, 1999 County Business Patterns; Economics Research Associates

Appendix E:
Target Investment Zones
Supplemental Information

Program Parameters

A Target Investment Zone (TIZ) is a specific area within the Certified Heritage Area (CHA) that is a priority for private investment. It is meant to encourage measurable results within a relatively short period of time. To that end, while all of the CHA is eligible for funding of various heritage tourism/development activities, there are a number of specific program benefits associated with TIZ designation:

- Grants and loans for acquisition, development, preservation, or restoration
- Loans from revenue bond proceeds to be used for economic development
- Heritage Preservation Tax Credit for structures not already designated locally or in the National Register of Historic Places

Poolesville

Boundaries

The boundaries, working clockwise from the eastern edge of Poolesville, are as follows:

- Beginning at a point just south of the intersections of MD Route 107/Whites Ferry Road and Wootton Avenue;
- Running northwest along Wootton Avenue paralleling MD 107 to a point just west of West Willard Road, then proceeding northward at approximately the existing town gateway (approaching from the west on MD 107) to the northern side of MD 107/Whites Ferry Road;
- From this point eastward and parallel to Whites Ferry Road until just before Elgin Road;
- Proceeding northward and parallel to the west side of Elgin Road until just beyond the intersection of Elgin Road and Route 109;
- From this point proceeding southward again parallel to Elgin Road on the east side until just north of Whites Ferry Road/MD 107; and
- Finally running eastward and parallel to the north side of Whites Ferry Road/ MD 107 till the point of beginning.

Infill Development and Architecture

Existing Buildings

- Preserve and maintain original facades and storefronts. Every effort should be made to preserve original elements, particularly along the streets' edges.
- Original elements that are too deteriorated to restore should be replaced with new elements matching the original design and intent.
- Maintain/create a pedestrian-oriented atmosphere with window displays. Window display areas both attract customers and provide visual interest. This can be a means of street side interpretation as well.
- Restoration of historic structures should be based on historic documentation. Avoid new shapes, forms, and designs that are awkward with the original architecture.
- The use of awnings, color, signs, and finer details are encouraged where appropriate to create a special identity or attraction.
- Color palettes should be established that are consistent with historic precedence.

New or Infill Development

- Reinforce the existing adjacent built environment by using compatible new or infill development.
- Building uses should lend to the visitor experience and resident population.
- Complement existing buildings and their patterns through the use of scale and massing.
- Particularly at the street level, new architecture should be consistent with existing building styles.
- Use materials consistent with those of existing buildings; in particular, encourage wood, brick, stone, and

stucco. Avoid using non-traditional materials.

- Where new utilities are to be installed, make every effort to screen them visually from public view using landscaping and architectural solutions.

Pedestrian/Streetscape

- Consistent plantings, lighting, site furniture, signage, and materials can create a harmonious setting for the historical features of the town.
- Traffic calming devices- such as bump-outs, planters, and crosswalks- can be employed as landscaping opportunities, pedestrian way finding, and safety improvements.
- Although the cost of burying utility wires underground is often impossibly high, wires can be placed in alleyways or consolidated behind properties to reduce visual impact. Utility wires that are too expensive or difficult to relocate can be screened from view with appropriate street trees; these are normally smaller, more compact trees that do not interfere with overhead wires, even at full growth. This can be accomplished through a coordinated, concentrated planting effort or through site-by-site landscaping.

Parking

- Locate surface parking in the rear or behind buildings.
- Landscaped walkway linkages pleasantly move people from their cars to the public street environment.
- Where appropriate, make parking accessible from side streets and alleyways.
- Create clearly legible, accessible, and easy-to-use parking layouts. Avoid varying parking layouts in one location.
- Minimize the number of curb cuts for parking access in the pedestrian environment.
- Screen parking lot edges with the use of landscape, fencing, low walls, or other architectural solutions.
- Keep parking areas well lit and well landscaped with shade trees; create the feeling of "outdoor rooms."
- Consider the use of permeable surfaces where possible.

Economic Performance Indicators

Since the Poolesville TIZ work program calls for a number of different investments, the future economic performance of the TIZ can be measured in a number of different ways:

- Increase in property assessment of commercial land within TIZ boundaries
- Increase in residential property values throughout Town of Poolesville and surrounding unincorporated areas
- Number of heritage attractions open to the public
- Number of new businesses
- Amount of private investment in construction and rehabilitation of buildings in TIZ area
- Amount of public investment in infrastructure, landscaping, and public facilities in area
- Increase in bed tax collections from both existing and new lodging properties

Other indicators that might be useful in the future with sufficient support for implementation are

- Sales tax collections by local businesses (must be done voluntarily by businesses, as data are only officially tracked at the county level)
- Pedestrian counts along sidewalks in downtown Poolesville
- Occupied square footage of retail space in TIZ

Sandy Spring

Boundaries

These boundaries, working clockwise from the eastern edge are as follows:

- Beginning just to the east of the intersection of New Hampshire Avenue and MD 108 and running south;
- Proceeding westerly along the southern edge lying parallel to MD 108/Sandy Spring Road;
- West to the identified gateway site along MD 108 just west of Norwood Road;

- Northward, parallel to again MD 108/ Sandy Spring Road including Brooke Road region and the Slave Museum;
- Eastward and parallel to the north side to MD 108 to the point of beginning
- In addition, Woodlawn and the Legacy trail connection up to Route 108 as outlier.

Reinforce the Village Center

Existing Buildings

- Restore and preserve existing historic structures, storefronts and facades - Original elements that are too deteriorated should be replaced with new elements that match the original design and intent.
- Restoration of historic structures should be based on historic documentation. Avoid new shapes, forms, and designs that are awkward to the original architecture.
- The use of awnings, color, signs, and finer detailing are encouraged where appropriate in creating a special identity or attraction.
- Color palettes should be established that are consistent with historic precedence.
- Pursue exciting, creative, adaptive uses for existing buildings that benefit the visitor and resident alike. Examples include restaurants, galleries, coffee shops, antique stores, deli/cafes, and boutiques.
- Create a pedestrian-oriented atmosphere with window displays for commercial uses as well as interpretive and story telling opportunities.

New or Infill Development

- Infill development should match the scale, height, and architectural character of the existing historic buildings. Whenever possible, 2-story buildings should be built.
- A build-to line should be established that matches the existing built edge in an effort to strengthen the street presence and historic character of the village.
    - New building uses should reinforce the visitor experience and meet resident population needs.
    - New building materials should be consistent with existing building materials; in particular, wood, brick, and stone should be encouraged. Avoid using non-traditional materials.
    - Where new utilities are to be installed, every effort should be made to screen them visually from public view through landscaping and architectural solutions.
    - Incorporate a village green or plaza area.
    - Utilize streetscape enhancements, materials, and site furniture that exemplify the village theme and rural character.

Create a Friendlier Pedestrian and Vehicular Corridor

- Realign Brooke Road and subsequently improve the intersection of Brooke Road and MD 108.
- Incorporate traffic calming measures along MD 108. Some of these tools include – incorporating parallel parking along MD 108, traffic signalization, narrowing the roadway width, creating pinch points or bump-outs with curb lines, changes in textures or paving materials, lowering the designated speed, and landscaping.
- Is there an opportunity to provide turn lanes at critical points?
- Create and delineate clear, accessible crosswalk zones that define pedestrian priority.
- It is not uncommon for communities to utilize temporary regulatory signage and crossing guards at peak times or special events
- Investigate with MD State Highway Administration the aforementioned improvements and the opportunities for state funding and implementation.

Improve Pedestrian Linkages and Wayfinding

- Incorporate the Legacy Trail where it emerges at/near MD 108. A pronounced connection should be established through a plaza, interpretive signage, or other feature(s).
- Remove existing parking areas immediately along the north side of 108 and redesign to create open space in front of the existing buildings.
- Consistent walkways, plantings, lighting, site furniture, signage, and materials should be utilized to create a harmonious setting not only along MD 108, but also in surrounding neighborhoods.

- Traffic calming devices, such as bump-outs, planters, and crosswalks can be employed as landscaping opportunities as well as pedestrian wayfinding and safety improvements.
- Alternative means of transportation, particularly walking, biking, and other recreational methods, should be encouraged.
- As recommended in the *1997 Master Plan*, a dedicated recreational/bike route should be implemented.

Improve Streetscape and Landscape Enhancements

- Maintain, embellish, and preserve the rural landscape character – historical elements, features, and open spaces should be preserved, maintained, and in some cases recreated.
- Create a village green or plaza, which can serve as a community-gathering place while providing a "dumbbell" effect—anchor and linkage with the village and Sandy Spring Museum.
- Carefully select low-maintenance street furniture (lighting, benches, trash receptacles, etc.) that reinforces the historic character and period of town.
- Design parameters for other elements, such as banners, way finding signage, and business signage should be implemented to create a "family" of information that is legible and is not imposing on the existing town character.

Provide Public Parking Resources

- The possibility of a consolidated, off-street public parking facility behind the existing village buildings should be explored. Very small "parklets" with limited spaces may be feasible as well between existing buildings throughout the village center.
- In general, for new infill buildings, surface parking should be located in the *rear or behind* buildings. Landscaped walkways can link people from their cars to the public street environment.
- On street parallel parking should be explored where possible.
- Public and private entities should work together to create consolidated parking facilities. Often when multiple business owners work together, a greater parking yield is achieved.
    - Where possible, parking should be accessed from side access ways or alleyways (i.e. Brooke Road).
    - Parking layouts should be clearly legible, accessible, and easy to use. Avoid varying parking layouts in the same locations.
    - Minimize the number of curb cuts in the pedestrian environment for parking access.
    - Parking lot edges should be screened from streets with the use of landscape, fencing, low walls, or other architectural solutions.
    - Parking areas should be well lit and well landscaped with shade trees to create the feel of "outdoor rooms."
    - Where possible, the use of permeable surfaces should be considered.

Economic Performance Indicators

Because the Sandy Spring TIZ work program does not anticipate substantial commercial development as a result of the heritage area, measuring economic performance in the TIZ will require a fine grain of analysis. The following indicators offer a starting point for measuring success in this TIZ:

- Increase in property assessment of commercial land along Route 108
- Increase in residential property values in Sandy Spring census tracts
- Number of historical attractions open to the public
- Number of new business start-ups
- Amount of public investment in infrastructure, landscaping, and public facilities in area
- Number of visits to heritage attractions (i.e., Sandy Spring Museum, Friends Meeting House, Woodlawn, etc.)

Other indicators that might be useful in the future with sufficient support for implementation are

- Occupied square footage of retail space in TIZ;
- Pedestrian counts along sidewalks in TIZ area; and
- Number of people using new trails and measures of retail spending of trail users.

Appendix F:
Criteria for Tax Credit Expansion

One benefit of the Maryland Heritage Areas Program is the expansion of the Heritage Preservation Tax Credit. The credit can be extended to certain rehabilitation projects for structures that are not designated as a historic property (1) within a National Register or by local law and (2) that are not located within a local or National Register historic district. Undesignated, National Register eligible properties are permitted to receive the tax credit only within the TIZ boundaries. Non-historic structures may be eligible to receive the tax credit within the heritage area boundary as a whole if the Montgomery County Heritage Alliance can demonstrate that the rehabilitation will have a significant effect on the development of the heritage area. In order to receive the expanded tax credit, a property or rehabilitation project must be certified by MHAA as contributing to the significance of the CHA.

National Register Eligible Properties

The Alliance should work with state and local historic preservationists to determine which properties within the TIZs are eligible for National Register listing. The list below provides some suggested sources for beginning such an investigation:

- Properties included in *The Underground Railroad in Montgomery County, Maryland: A History and Driving Guide* by Anthony Cohen (Montgomery County Historical Society) that are not already included on the NRHP or designated locally.

- Properties included in *A Walking Tour of the Historic Sites of Sandy Spring, Maryland* by Greater Sandy Spring Green Space, Inc., that are not already included on the NRHP or designated locally. This includes the original firehouse on MD 108, which could serve as an interesting site for a commercial use.

- Properties included in the Maryland Commission on African American History and Culture *Inventory of African American Historical and Cultural Resources* (available at http://www.sailor.lib.md.us/docs/af_am/montgoco.html) that are not included in the NRHP or locally designated.

Non-Historic Properties

In order to be considered by MHAA for certification, a rehabilitation of a non-historic structure must significantly enhance the cultural, historical, or architectural quality of the heritage area and visitor experience. In order to be recommended to MHAA for approval, it must meet the following conditions of the Montgomery County Heritage Area:

Uses

- All uses must support the goals and objectives of the MCHA as stated in this plan or subsequent plan amendments.

- All uses must be compatible with local existing or anticipated zoning and land use regulations.

- Rehabilitations should create or improve a heritage area attraction (John Poole House, Sandy Spring Museum) or visitor service (bicycle rental near a heritage trail, restaurant near a historic district).

- All uses must be directly or indirectly related to heritage or cultural tourism. Not every use will include extensive interpretive activity, but all will support the creation and maintenance of a distinct heritage and cultural experience. Some examples of permitted uses are listed below (non inclusive):

  - Gourmet, organic, or locally owned/operated food shops

  - Equestrian services, including tack shops and horseback riding stables

  - Local businesses that enhance and reinforce local character, including antique shops, boutiques, crafts/artisan products shops, etc.

  - Art-related uses, including performance art, fine arts, music, gallery space, and artist/artisan supply stores

  - Dining establishments and restaurants with the exception of fast food chains

  - Recreation services, including bicycle rental, retail shops for recreation gear, kayak or canoe rental, etc.

  - Transportation services within/through the heritage area, including tour buses, car rental, shuttle services, etc.

  - Independently owned inns and bed and breakfasts

- General uses unrelated to heritage tourism will not be permitted to receive the tax credits unless

special circumstances render a particular project important to the development of the heritage area. General uses that will **not** typically be recommended to MHAA for approval under the non-historic properties tax credit include:

- Gasoline stations and automobile engine/body repair shops

- Most national or major regional, franchise or chain, corporate establishments, including retail, convenience and chain grocery stores, chain drug stores, and fast food chains

- Those uses that would not be used by visitors; for example, general contractors, architects, graphic designers, plumbing, etc.

Characteristics of Physical Improvements

- All rehabilitations must be compatible with the architectural, historical, and cultural character of the area. This includes retaining the scale, massing, setbacks, and architectural character of the project's surrounding streetscape. It also includes designing features that complement existing historic structures.

- All rehabilitations must meet local permit and review requirements.

- Projects should eradicate prominent visual blight by significantly improving the condition of a non-historic structure.

Economic Benefits

Projects must generate economic activity in the heritage area. This may include generation of new jobs, increased tax benefits, and/or greater visitation numbers.

Credits

Advisory Committee

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Theresa Cameron, Arts and Humanities Council of Montgomery County
Julie Carroll, Meadowside Nature Center, Maryland-National Capital Park and Planning Commission
Judy Christensen, Montgomery Preservation Inc.
Tony Cohen, Menare Foundation
Lyn Coleman, Maryland-National Capital Park and Planning Commission
Peg Coleman, Pleasant Springs Farm
Jeremy Criss, Ag Services Division, Montgomery County Department of Economic Development
Douglas Faris, C&O Canal National Historical Park
Steven Goldberg, Hearthside Antiques & Collectibles, Inc.
Kelly Groff, Conference & Visitors Bureau of Montgomery County
Douglas Harbit, Davis-Warner Inn
Mary Kay Harper, Montgomery County Historical Society
Debbie Heibein, Sandy Spring Museum
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