Heritage Montgomery Strategic Plan 2023-2028

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Executive Summary

About Heritage Montgomery

Heritage Montgomery—officially The Heritage Tourism Alliance of Montgomery County—was established by State legislation in 2003 as part of the Maryland Heritage Areas Authority and became a Certified Heritage Area in 2004. It is a 501(c)(3) non-profit organization.

Heritage Montgomery is located north of Washington, DC, and is bounded by the Potomac River to the west and the Patuxent River to the east. A map of the Heritage Area boundaries can be viewed on page 4 of his document. For additional detailed boundary maps, see Appendix A: Detailed Boundary Maps.

Heritage Montgomery was created to raise the profile of the area's heritage, ensuring that residents and visitors alike understand and value the county's past. With a history stretching back beyond colonial times, Montgomery County has a long heritage evidenced by rich cultural and historical resources. As the area's population has exploded, there has been a growing awareness of the importance of heritage programs and a higher profile for the historic, cultural, and natural resources of the county.

Heritage Montgomery has established a track record of success. A 2020 Economic Impact report undertaken by the Maryland Heritage Areas Authority determined that Heritage Montgomery was responsible for $376.1 million in economic impact, supported 5,327 jobs, and generated $50.4 million in state and local tax revenue. It supports over 400 heritage sites within its boundaries with grant funding, technical assistance, and promotional initiatives.

About the Maryland Heritage Areas Program

The Maryland Heritage Areas Program, composed of 13 heritage areas that together represent every county in the state, is governed by the Maryland Heritage Areas Authority (MHAA) and administered by the Maryland Historical Trust.

About the Strategic Planning Process

As part of the creation of Heritage Montgomery, a founding Management Plan was produced to guide the new organization in developing heritage area services. Revisions followed throughout the years.

In 2023, Heritage Montgomery undertook the process of developing a new strategic plan and revising its interpretive approach. This strategic planning process allowed Heritage Montgomery's current stakeholders the opportunity to modernize planning goals and ideas, incorporate changing visitor expectations and new research, and update interpretive stories and methods with inclusive principles. A detailed explanation of the 2023 Planning Process can be found in Appendix C.
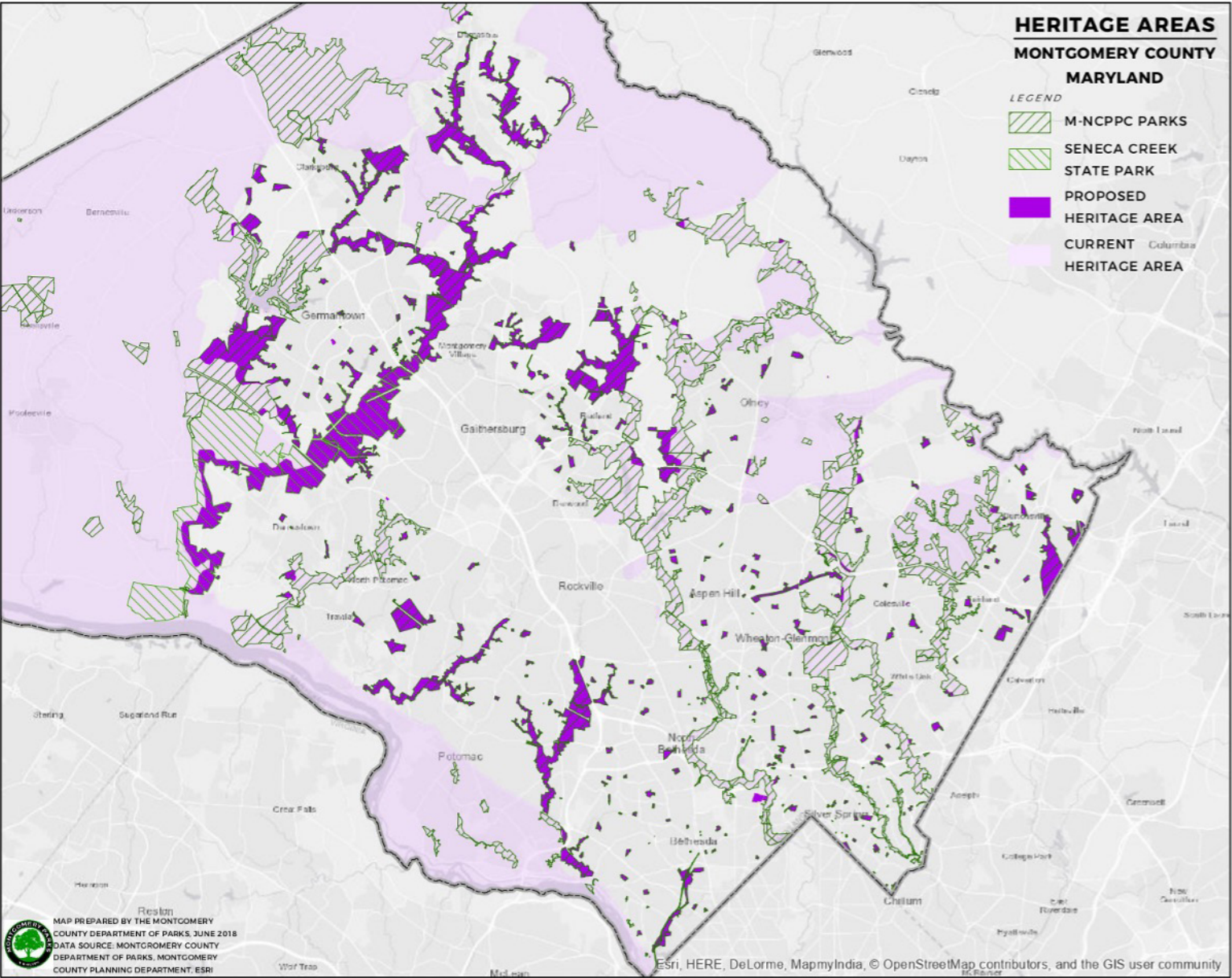
The resulting goals, actions, objectives, and action items in this plan were developed around a framework provided by MHAA that includes heritage product development, partnership building, sustaining regional identity, and organizational workings of the management entity.

This five-year strategic plan and interpretive approach outlines a comprehensive roadmap that will enable Heritage Montgomery to achieve its objectives on behalf of both the heritage area and its partner organizations. Heritage Montgomery's strength is in its partners' hard work, creativity, and perserverence, and as a group, we will drive sutainable growth and success for the entire heritage area.

It is important to remember that this is a living document. As we learned during the recent pandemic, the only constant in life is change. We will remain flexible in responding to change as it arises, ensuring that we able able to provide meaningful support to our partners while educating the public on the valuable history that lies in their Montgomery County backyard.

HERITAGE MONTGOMERY BOUNDARY MAP

HERITAGE AREAS
MONTGOMERY COUNTY
MARYLAND

LEGEND

- M-NCPPC PARKS
- SENECA CREEK STATE PARK
- PROPOSED HERITAGE AREA
- CURRENT HERITAGE AREA

MAP PREPARED BY THE MONTGOMERY
COUNTY DEPARTMENT OF PARKS, JUNE 2018
DATA SOURCE: MONTGOMERY COUNTY
DEPARTMENT OF PARKS, MONTGOMERY
COUNTY PLANNING DEPARTMENT, ESRI

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CORE ELEMENTS: MISSION, VISION, AND VALUES

THE JOURNEY TO FREEDOM

GOALS, OBJECTIVES, AND ACTIONS

The format for goals, objectives, and action items included in this plan was developed and provided by MHAA. Goals are divided into four categories set by MHAA: Heritage Product Development, Partnership Building, Sustaining Regional Identity, and Organizational. They can be understood as follows:

- Product Development: The launch of new or enhanced place-based experiences.
- Building Partnerships: The generation of common benefit through leveraged resources and engaged partnerships.
- Regional Identity: A connection to place and distinction of resources and assets that are unique.
- Organizational: The internal workings of the Management Entity.

Each page/chart represents one objective, which includes action items and details such as deliverables, partners, and timeline.

Mission Statement

A mission statement describes your core work. It explains why you exist, whom you serve, and how you serve them.

- Heritage Montgomery connects and facilitates the work of cultural, natural, and historical partners in the heritage area while providing residents and visitors with a local rootedness in its stories and experiences.

Vision Statement

A vision statement describes how your community is changed once you achieve your mission. It should be ambitious and not constrained by resources or lack thereof.

- All of the heritage and cultural organizations in Heritage Montgomery's boundaries are reaching sustainable higher ground together—collectively elevating our stories, sites, and communities.

Core Values

Core values are the guiding principles you refuse to compromise. They are the characteristics that most closely define your organization and around which you make key decisions, such as personnel and board member placements.

- We build meaningful, symbiotic relationships that have value beyond the transactional.
- We subscribe to true collaboration, where everyone shows up and is on the team.
- Our work is thoughtful, reflecting rigor, accuracy, and competence.
- We focus on facilitation and stewardship of heritage resources for our partners and visitors.

AT A GLANCE: STRATEGIC GOALS AND OBJECTIVES

Objective	Pages	MHAA Category
Goal 1: Develop a full-service partnership with K-12 educators and students in Montgomery County.		
Objective A: Support partner sites in the development of heritage-based experiential learning for students.	8	Heritage Product Development
Objective B: Complete or curate products, experiences, information, and resources that complement the efforts of Montgomery County Public Schools (MCPS) K-12 social studies instructors.	9	Heritage Product Development
Goal 2: Refine and elevate the collective/regional identity of the Montgomery County Heritage Area.		
Objective A: Utilize anniversaries and commemorations to highlight the unique offerings of the heritage area.	10	Partnership Building
Objective B: Continue linking and elevating partner stories which strengthen or enhance narratives that overlap between sites and contribute to a cohesive overall identity.	11	Partnership Building/ Sustaining Regional Identity
Objective C: Complete impactful and promising products already underway.	12	Heritage Product Development
Objective D: Develop and complete new tours.	13	Heritage Product Development
Objective E: Expand and improve communication regarding the services and products of the heritage area organization.	14	Sustaining Regional Identity/ Organizational
Objective F: Increase awareness of Montgomery County as a cohesive heritage, cultural, and natural resource destination in the national capital region through programming.	15	Sustaining Regional Identity

Objective	Pages	MHAA Category
Goal 3: Amplify Montgomery County's diversity—past and present.		
Objective A: Grow visitation by focusing on target audiences and their needs.	16-17	Partnership Building/ Organizational
Objective B: Support the preservation and appropriate leveraging of the Agricultural Reserve as a rural place unique from more urban and suburban areas of the County.	18	Partnership Building/ Sustaining Regional Identity
Objective C: Focus interpretive efforts on stories that have not been elevated or that are of priority because of an anniversary or a special resource.	19	Heritage Product Development/the past Sustaining Regional Identity
Goal 4: Increase organizational capacity for the organizations in the heritage area.		
Objective A: Be an active conduit for MHAA grant funding to heritage area projects and partners.	20	Organizational
Objective B: Enable connection and coordination among heritage and cultural organizations in the heritage area.	21	Partnership Building/ Organizational
Objective C: Support Heritage Montgomery's constituents with training, educational resources, and professional development that fill skills and knowledge gaps in the heritage and cultural field across the heritage area.	22	Partnership Building/ Organizational
Objective D: Investigate the creation of an administrative resource pool: a directory/collection of resources on commonly needed issues/topics to be shared among partners.	23	Partnership Building/ Organizational

Goal 1: Develop a full-service partnership with K-12 educators and students in Montgomery County.

Objective A: Support partner sites in the development of heritage-based experiential learning for students.

Action Items (Activities)
- Support field trips to heritage area sites.
    - Assess available heritage and cultural field trips trip opportunities at sites and museums within heritage area.
    - Set goals for development of field trip programs.
    - Organize support for field trips to heritage area sites and museums.
    - Assist partners in offering acceptable resources to Montgomery County Public Schools
- Aid development of service learning at heritage area sites.
    - Assess available heritage and cultural service learning opportunities at sites and museums within heritage area
    - Set goals for development of service-learning programs.
    - Organize support for service learning to heritage area sites and museums.
    - Assist partners in offering acceptable resources to Montgomery County Public Schools

Deliverables / Measurable Success Items (Outcomes)
- Number of historic/cultural field trip offerings available within heritage area.
- Number of historic/cultural service-learning offerings available within heritage area.
- *There is potential to eventually track number of students utilizing these services, but HM does not currently have this ability.*

Required Resources (Inputs)
- HM Staff (PT staff hours dedicated to K-12 liaison)
- Volunteers
- State curriculum standards
- Best practice for experiential learning
- Grants for field trip transportation

Project Lead and Partners	MHAA Categories	Project Duration
• Lead: Sites and museums that host field trips and experiential learning • Partner: Heritage Montgomery staff • Partner: Montgomery County Public Schools • Partner: Home school community • Partner: Colleges and universities in the region	• **Heritage Product Development** • Partnership Building • Sustaining Regional Identity • Organizational	• Ongoing

Reason for Priority (Impacts)
- Montgomery County Public Schools emphasize experiential learning opportunities outside the classroom. Museums and historic sites have the ideal resources and training to offer them.

Goal 1: Develop a full-service partnership with K-12 educators and students in Montgomery County.
Objective B: Complete or curate products, experiences, information, and resources that complement the efforts of
Montgomery County Public Schools (MCPS) K-12 social studies instructors.

Action Items (Activities)
- Survey/inquire with MCPS to determine the district's needs and to identify goals.
- Provide resource guides and guidance to MCPS on relevant local heritage content for curriculum.
- Aid MCPS in developing curriculum content that reflects the people and the full range of history of Montgomery County.
- Provide an annual Teachers' Tour of heritage and cultural sites.
- Assist heritage area partners in developing/modifying their current offerings to meet local standards of learning.
- Research, identify, and coordinate heritage area locations for requested enrichment of K-12 courses. Requested topics for 2024 include Civil War, suburban development, and African American history.
- Localize national curriculum(s) for MCPS grade levels by infusing national topics with Montgomery County examples and resources.
- Provide resources or connections to services such as focus panel participants, speakers, educational videos, brochures, and articles that support the curriculum.

Deliverables / Measurable Success Items (Outcomes)
- Number of social studies students served in schools partnering with HM and its partners.

Required Resources (Inputs)
- Heritage Montgomery staff (PT staff hours dedicated to K-12 liaison)
- Volunteers
- State curriculum standards

Project Lead and Partners	MHAA Categories	Project Duration
• Lead: Heritage Montgomery staff • Partner: Montgomery County Public Schools • Partner: Home school community • Partner: Sites and museums in heritage area who desire to contribute to or provide resources	• **Heritage Product Development** • Partnership Building • Sustaining Regional Identity • Organizational	• Ongoing

Reason for Priority (Impacts)
- Teachers and curriculum specialists desire complementary history content to augment foundational curriculum, but they have limited time and resources to develop it themselves. Museums, historic sites, and the heritage area are trusted partners with knowledge and missions of educating youth on history.

Goal 2: Refine and elevate the collective/regional identity of the Montgomery County Heritage Area.
Objective A: Utilize anniversaries and commemorations to highlight the unique offerings of the heritage area.

Action Items (Activities)
- Civil Rights (2024)
- USA 250th (2026)
- Montgomery County 250th (2026)
- 200th anniversary of the B&O Railroad founding (charted 1827, opened 1830)
- Emancipation Day (annual)
- Juneteenth (annual)
- Josiah Henson birthday (annual)
- Harriet Tubman and Underground Railroad Month
- Annual Heritage Days and Heritage Harvest event
- 100th anniversary of the New Deal (2030s)

Deliverables / Measurable Success Items (Outcomes)
- A finalized calendar of upcoming commemorations and anniversaries.
- A plan with clear role(s) for HM and its resources connecting to the anniversary calendar.

Required Resources (Inputs)
- Heritage Montgomery staff
- Volunteers
- List of upcoming anniversaries and associated stories/themes
- Connections to lead organizers for each commemoration

Project Lead and Partners	MHAA Categories	Project Duration
• Lead: Heritage Montgomery staff • Partner: Historic sites and museums • Partner: Volunteers • Partner: Commemoration organizers	• Heritage Product Development • **Partnership Building** • Sustaining Regional Identity • Organizational	• Ongoing

Reason for Priority (Impacts)
- Anniversaries offer increased public attention, support, and partner energy. They provide an ideal context in which to pilot new programs and build audiences.

Goal 2: Refine and elevate the collective/regional identity of the Montgomery County Heritage Area.
Objective B: Continue linking and elevating partner stories which strengthen or enhance narratives that overlap between sites
and contribute to a cohesive overall identity.

Action Items (Activities)
- Continue development of cohesive Ag Reserve, including Rustic Roads.
- Strengthen partnerships with the C&O Canal National Historical Park, C&O Canal Trust, and surrounding attractions.
- Partner with national, state, and Montgomery County parks; help connect these to each other and to Montgomery County communities and destinations.
- Support linkages to and among sites with interconnected themes/stories.
- Continue sponsorship of county History Conference, Montgomery County Public Schools History Day competition, and Ag Reserve Bike Ride.

Deliverables / Measurable Success Items (Outcomes)
- Select measures indicating volume of annual visitors, taking advantage of heritage area's key resources, such as:
  - Bicycle routes/trails
  - Agritourism
  - Themed routes/trails/brochures

Required Resources (Inputs)
- Heritage Montgomery staff
- Interpretive approach for HM
- Data on visitor activities

Project Lead and Partners	MHAA Categories	Project Duration
• Lead: Heritage Montgomery staff • Partner: Umbrella/regional organizations like parks • Partner: Sites and museums • Partner: Visit Montgomery, Chamber of Commerce, and/or Economic Development (for data)	• Heritage Product Development • **Partnership Building** • **Sustaining Regional Identity** • Organizational	• Ongoing

Reason for Priority (Impacts)
- Because the Montgomery County Heritage Area is a regional heritage overlay that is not defined by one story (unlike a Civil War or Maritime Heritage Area, for example), it is important for Heritage Montgomery to provide a strong leadership role in identifying and tying together the stories and resources that define the historical significance of the area.

Goal 2: Refine and elevate the collective/regional identity of the Montgomery County Heritage Area.
Objective C: Complete impactful and promising products already underway.

Action Items (Activities)
- Continue operation of Annual Heritage Days and Harvest events.
- Update four themed area brochures.
- Complete Transportation brochure.
- Develop Agricultural Reserve and Heritage Discoveries brochures.
- Continue development of visitor hubs. (places where our brochures are distributed.)

Deliverables / Measurable Success Items (Outcomes)
- Completion of products identified as priorities.

Required Resources (Inputs)
- Heritage Montgomery staff
- Partner efforts where appropriate
- Philanthropic and sponsorship support
- Plans and information to date on each project

Project Lead and Partners	MHAA Categories	Project Duration
• Lead: Heritage Montgomery staff • Partner: Sites and museums • Partner: MHAA • Partner: Volunteers	• **Heritage Product Development** • Partnership Building • Sustaining Regional Identity • Organizational	• Ongoing (events) • 2024-2026 (brochures)

Reason for Priority (Impacts)
- Heritage area products—events, publications, and programs, for example—provide entry points, motivation for visits, and roadmaps for visitors to the heritage area. Where products have already been prioritized for their valuable focus or potential impact, it is worthwhile to complete them for use.

Goal 2: Refine and elevate the collective/regional identity of the Montgomery County Heritage Area.
Objective D: Develop and complete new tours.

Action Items (Activities)
- Create a tour around the Rachel Carson story ("Cradle of Conservation" Tour).
- Refine senior citizens' bus tour.
- Update Brookeville walking tour.
- Develop Sandy Spring bike tour based on MHAA-funded MDOT bike lane.
- Support partner programming for USA 250 and County 250 in 2026.

Deliverables / Measurable Success Items (Outcomes)
- Completion and launch of each tour identified as a priority.

Required Resources (Inputs)
- Heritage Montgomery staff
- GIS mapping
- Route, expert, and interpretive information
- Publications
- Mapping app

Project Lead and Partners	MHAA Categories	Project Duration
• Lead: Heritage Montgomery staff • Partner: Sites and museums • Partner: GIS/mapping provider • Partner: Subject matter experts	• **Heritage Product Development** • Partnership Building • Sustaining Regional Identity • Organizational	• 2024-2027

Reason for Priority (Impacts)
- Tours can be a low-effort, high-engagement method for visitors to experience the heritage area. Tours allow HM and its partners to share stories and highlight particular resources as well.

Goal 2: Refine and elevate the collective/regional identity of the Montgomery County Heritage Area.
Objective E: Expand and improve communication regarding the services and products of the heritage area organization.

Action Items (Activities)
- Maintain the website and expand digital communications as necessary.
- Share a twice-monthly Constant Contact with grants, events, and news from Heritage Montgomery.
- Clarify Heritage Montgomery's role balance (ex: grantmaking, marketing, technical assistance, product development, etc.) and message it clearly throughout Montgomery County. Include focus when audience is general public/visitors versus business-to-business.

Deliverables / Measurable Success Items (Outcomes)
- Number of subscribers to newsletter through Constant Contact.
- Number of attendees at Heritage Days and Heritage Harvest.

Required Resources (Inputs)
- Heritage Montgomery staff
- Technology platforms for communicating (Constant Contact, social media, website)
- Thoughtful consideration for what primary role(s) the heritage area will play
- Partner Sites

Project Lead and Partners	MHAA Categories	Project Duration
• Lead: Heritage Montgomery staff • Partner: Heritage Montgomery board • Partner: Communications vendor(s)—i.e., website designers, etc. • Partner: Sites	• Heritage Product Development • Partnership Building • **Sustaining Regional Identity** • **Organizational**	• Ongoing

Reason for Priority (Impacts)
- Regional culture and tourism organizations like heritage areas can easily "disappear" behind the efforts of their constituents, yet they offer a unique perspective on an area that, when shared and magnified, can benefit the whole and improve the visitor experience by creating a cohesive message and sense of identity.

Goal 2: Refine and elevate the collective/regional identity of the Montgomery County Heritage Area.
Objective F: Increase awareness of Montgomery County as a cohesive heritage, cultural, and natural resource destination in the National Capital Region through programming.

Action Items (Activities)
- Expand videos communicating the themes, stories, sites, and resources of the heritage area to potential visitors.
- Seek a balance between providing "something for everyone" and threading the heritage area's many stories into a compelling, clear regional identity through program development.
- Provide support for marketing activities through partners like Visit Montgomery and Office of Tourism and Development, State of Maryland where appropriate (ex: speaking engagements, writing).

Deliverables / Measurable Success Items (Outcomes)
- Data from annual Tourism Economics report (ex: Economic Impact of Tourism in Maryland 2021):
  - Visitor volume
  - Visitor spending
- Number of Heritage Montgomery video views.

Required Resources (Inputs)
- Heritage Montgomery staff
- Videography vendor(s)
- Heritage area interpretive approach (interpretation chapter in HM plan)
- Audience/potential audience research from Visit Montgomery, other sources as needed
- Partner Sites

Project Lead and Partners	MHAA Categories	Project Duration
• Lead: Heritage Montgomery staff • Partner: Visit Montgomery • Partner: Marketing/communications vehicles in Washington, DC; Baltimore; Montgomery County; and region. (ex: Plenty Magazine) • Partner: MHAA and Coalition	• Heritage Product Development • Partnership Building • **Sustaining Regional Identity** • Organizational	• Ongoing

Reason for Priority (Impacts)
- The Washington, DC, region has a population of almost 5.5 million while Baltimore has a population of 2.8 million. These dense urban markets are a short drive from the heritage area, which offers unique experiences in heritage, cultural, and natural resources.

Goal 3: Amplify Montgomery County's diversity—past and present.
Objective A: Grow visitation by focusing target audiences and their needs.

Action Items (Activities)
- Continue to support existing target audiences:
    - 45 – 75-year-olds; characteristics include well educated, median income $150k, leisure travelers, history buffs, continuing learners, outdoor enthusiasts, and visiting family/friends in DC area
    - 20 – 45-year-olds; outdoor enthusiasts, including hikers, cyclists, kayak/canoe
    - Families with young children; seekers of safe, local experiences
    - African American heritage explorers
    - Cultural groups (Lativian, Nepalese, etc.), and international visitors
    - School groups
    - Users of the C&O Canal Towpath
    - Birdwatchers
    - Civil War buffs
    - Local residents
    - Cyclists
- Cultivate new and expanding target audiences:
    - K-12; School groups visiting DC, local classes, and homeschool groups
    - Local residents
    - DC residents
    - C&O Canal towpath visitors; expand exploration outside the park into the heritage area
    - Guests using local hotels
    - Vineyard and brewery visitors
    - Farmers market shoppers
    - Sports tournament and baseball game attendees
    - Theater attendees
    - Visit Montgomery audience

Deliverables / Measurable Success Items (Outcomes)
- Target goals set by existing and new audience groups.
- Annual visitation as tracked by Visit Montgomery.
- Visitation to heritage destinations and Heritage Harvest event.

Required Resources (Inputs)
- Heritage Montgomery staff
- Audience/potential audience research from Visit Montgomery, other sources as needed
- Messages aligned to existing and target audiences

Project Lead and Partners
- Lead: Heritage Montgomery staff
- Partner: Visit Montgomery
- Partner: Surrounding area DMOs as needed
- Partner: Communication vehicles focused on target audiences
- Partner: Sites

MHAA Categories
- Heritage Product Development
- **Partnership Building**
- Sustaining Regional Identity
- **Organizational**

Project Duration
- Ongoing

Reason for Priority (Impacts)
- Increasing audience is a foundational approach for reaching three of seven programmatic goals held by the MHAA's program: enhancing visitor appeal and enjoyment of the state's heritage; enabling people greater access to the culture and history of Maryland; and increasing economic impact due to tourism activity. Stable and growing audiences evidence and fulfill these goals, bring benefits to the heritage area in return for preserving and interpreting historic, cultural, and natural resources, and therefore, encourage preservation.

Goal 3: Amplify Montgomery County's diversity—past and present.
Objective B: Support the preservation and appropriate leveraging of the Agricultural Reserve as a rural place unique from
more urban and suburban areas of the County.

Action Items (Activities)
- Participate in protecting Ag Reserve resources and culture while sustainably developing tourism and encouraging diversity in both who is growing and what is grown.
- Elevate/communicate the rural lifestyle as a distinct culture that holds a direct and symbiotic relationship with nature and resources and strong ties with local sustainability.

Deliverables / Measurable Success Items (Outcomes)
- Heritage Montgomery/Agricultural Reserve action plan with key outcomes focused on preservation and targeted programmatic leverage.
- Achievement of plan outcomes.

Required Resources (Inputs)
- Heritage Montgomery staff
- Current Agricultural Reserve planning/zoning documents
- Public communications vehicles that offer opportunities to highlight the Agricultural Reserve and its resources
- Ag Reserve towns and sympathetic businesses

Project Lead and Partners	MHAA Categories	Project Duration
• Lead: Montgomery County Planning • Partner: Heritage Montgomery staff • Partner: Montgomery Countryside Alliance	• Heritage Product Development • **Partnership Building** • **Sustaining Regional Identity** • Organizational	• Ongoing

Reason for Priority (Impacts)
- The Agricultural Reserve is a unique resource within the heritage area and within the national capital region. As such, it both represents a major draw for Heritage Montgomery and requires protection from inappropriate changes that could destroy its character.

Goal 3: Amplify Montgomery County's diversity—past and present.

Objective C: Focus interpretive efforts on stories that have not been elevated in the past or that are of priority because of an anniversary or a special resource.

Action Items (Activities)
- Complete two Historic African American churches and communities-themed interpretive panels per year.
- Increase knowledge and subsequently storytelling about the many immigrant groups that have and do call Montgomery County home. (ex: Rockville's Chinatown, comprehensive Asian American context of County, Ethiopian population)
- Increase knowledge and subsequently storytelling about the American Indians that have lived and claimed Montgomery County, including those who were here before European contact.
- Share the stories of the women who made history in Montgomery County.
- Share the stories of the African Americans who made history in Montgomery County.
- Identify, research, and share the stories and resources of the recent past.
- Incorporate the evolving and shifting focus of historic interpretation from places and buildings to examination of the people and cultural groups that inhabited these spaces and their stories.

Deliverables / Measurable Success Items (Outcomes)
- Completion and distribution of brochures and online outreach with stories.
- Completion and delivery of guided and self-guided tours.

Required Resources (Inputs)
- Heritage Montgomery staff
- Interpretive approach for Heritage Montgomery
- Research by partners and vendors to inform projects and programs
- Interpretive methods for storytelling (panels, programs, exhibits, brochures, etc.)

Project Lead and Partners	MHAA Categories	Project Duration
• Lead: Heritage Montgomery staff • Partner: Historic sites and museums • Partner: Researchers • Partner: Montgomery Planning/Preservation	• **Heritage Product Development** • Partnership Building • **Sustaining Regional Identity** • Organizational	• Ongoing

Reason for Priority (Impacts)
- Sharing an inclusive history of the heritage area and its resources will make it attractive to a diverse audience and fulfill the ethical requirements of public history to interpret the range of perspectives represented in historical experience. Anniversaries, resource conservation efforts, and other

Goal 4: Increase organizational capacity for Heritage Area partners.

Objective A: Focus interpretive efforts on stories that have not been elevated in the past or that are of priority because of an anniversary or a special resource.

Action Items (Activities)
- Review and advise Heritage Montgomery grant applications to ensure their success during MHAA review.
- Continue supporting smaller Heritage Area projects through the $2500, Heritage Montgomery Mini Grant Program.
- Advise MHAA grant and mini grant applicants to produce strong projects.
- Review projects to assure quality outcomes/products that increase Heritage Montgomery brand integrity.

Deliverables / Measurable Success Items (Outcomes)
- MHAA funding for Heritage Montgomery and Heritage Montgomery partners/constituents is at or above current levels.

Required Resources (Inputs)
- Heritage Montgomery staff
- MHAA grant funds
- MHAA grant guidelines

Project Lead and Partners	MHAA Categories	Project Duration
• Lead: Heritage Montgomery staff • Partner: MHAA • Partner: Grant applicants	• Heritage Product Development • Partnership Building • Sustaining Regional Identity • **Organizational**	• Ongoing

Reason for Priority (Impacts)
- MHAA grant funds are the most significant source of direct financial support to Heritage Montgomery and to its partners through the heritage area. Helping partners understand how their work fits into the MHAA guidelines and priorities will ensure the continued success of the heritage area within the program's grantmaking.

Goal 4: Increase organizational capacity for Heritage Area partners.
Objective B: Enable connection and coordination among heritage and cultural organizations in the heritage area.

Action Items (Activities)
- Convene partners within the heritage area for social and professional connection in formal and informal gatherings (ex: brown bag luncheons).
- Provide an annual networking opportunity for heritage area partners through an existing or new event.

Deliverables / Measurable Success Items (Outcomes)
- Development and implementation of professional development program(s) for heritage area constituents.
- Addition of feedback survey starting in 2024.

Required Resources (Inputs)
- Heritage Montgomery staff
- Hospitality (venues, refreshments, etc.) for gatherings

Project Lead and Partners	MHAA Categories	Project Duration
• Lead: Heritage Montgomery staff • Partner: Sites and museums • Partner: Connected professional development organizations	• Heritage Product Development • **Partnership Building** • Sustaining Regional Identity • **Organizational**	• Ongoing

Reason for Priority (Impacts)
- During strategic planning meetings, connection and networking was a need identified by heritage area partners and constituents.

Goal 4: Increase organizational capacity for Heritage Area partners.
Objective C: Support Heritage Montgomery's constituents with training, educational resources, and
professional development that fill skills and knowledge gaps in the heritage and cultural field across the heritage area.

Action Items (Activities)
- Examine and address changing generational needs of organizations and the cultural heritage field.
- Survey partner organizations and use results to guide professional development programs.
- Develop staff development, retention, and succession plans with the board of directors.
- Engage Heritage Montgomery's board of directors in training and provide them with regular educational resources.
- Bring training and workshops to partners through an expanded presence at an existing partner conference or the creation of a standalone Montgomery Heritage training(s).

Deliverables / Measurable Success Items (Outcomes)
- Heritage Montgomery board training implemented.
- Staffing plan for Heritage Montgomery completed.
- Training/workshops for Heritage Montgomery constituents/partners developed and implemented.

Required Resources (Inputs)
- Heritage Montgomery staff
- Training materials and subject matter experts
- Existing professional development activities/gatherings
- Input from HM partners and constituent historic sites and museums

Project Lead and Partners	MHAA Categories	Project Duration
• Lead: Heritage Montgomery staff • Partner: Historic sites and museums • Partner: Contract trainers • Partner: Connected professional development organizations	• Heritage Product Development • **Partnership Building** • Sustaining Regional Identity • **Organizational**	• Ongoing

Reason for Priority (Impacts)
- Workshops and trainings will provide skills and knowledge to strengthen partners' operations and sustainability.

Goal 4: Increase organizational capacity for Heritage Area partners.
Objective D: Investigate the creation of an administrative resource pool: a directory/collection of resources on commonly needed issues/topics to be shared among partners.

Action Items (Activities)
- Identify select categories of administrative support required by Heritage Montgomery partners.
- Research information and providers related to desired administrative resources.
- Determine optimal delivery structure for administrative resource pool (membership login versus open to public, online versus printed, etc.).

Deliverables / Measurable Success Items (Outcomes)
- Administrative resource pool created and available to Heritage Montgomery audience online.

Required Resources (Inputs)
- Heritage Montgomery staff
- Research on administrative resources for nonprofits, museums, historic sites, and cultural organizations
- Technology structure to successfully provide access to resource pool

Project Lead and Partners	MHAA Categories	Project Duration
• Lead: Heritage Montgomery staff • Partner: Technology vendor, such as website builder	• Heritage Product Development • **Partnership Building** • Sustaining Regional Identity • **Organizational**	• Ongoing

Reason for Priority (Impacts)
- Many Heritage Montgomery partners have similar needs in their day-to-day operations—things like volunteer management, budgeting, and fundraising—which are not limited to heritage and culture but which do impact their sustainability and daily effectiveness. Rather than reinvent what is already available, Heritage Montgomery can organize the best available resources in the most needed topics for its constituents.

Heritage Montgomery (HM) has five overarching objectives that align with the Maryland Heritage Areas Authority's (MHAA) goals of tourism and economic development and that guide work in the region. They are based on a 2014 revision to the original 2002 Management Plan for the Montgomery Heritage Tourism Alliance-designated heritage area (now Heritage Montgomery or HM). They are:

- Raise the profile of Montgomery County's tangible and intangible heritage assets.
- Foster stewardship of historic buildings and sites, cultural resources, and heritage landscapes.
- Support resource sustainability and development.
- Improve visitor experience and site resources.
- Encourage the public to consider Montgomery County a destination to explore, discover, and enjoy.

The HM plan also contains four interpretive themes meant to maximize marketability, inclusion, and appeal. They are as follows:

Rivers, Roads, & Rails (Transportation Trails) highlights the C&O Canal with its lockhouses and engineering marvels, the Potomac River, and the Metropolitan Branch of the B&O Railroad that runs through communities dating back to the 1800s. Activities along Scenic Byways and Rustic Roads include hiking, biking, canoeing, and enjoying visits to train station, and villages.

Crossroads & Cultures (Home to Many People) represents Montgomery County's many rich and diverse cultural histories. These include the long-standing Quaker communities of Sandy Spring and Brookeville and the many early free black communities represented by local churches and preservation groups, community buildings, and cemeteries, as well as a number of early historic "crossroads" towns. This theme provides the ability to add the stories of additional communities as their history is elevated and researched.

The Agricultural Reserve (Farms, Markets & Scenic Byways) encompasses 93,000 acres of protected farmland – one of the most successful countryside preservation programs in the U.S. The "Ag Reserve" showcases beautiful vistas, winding country roads, historic buildings, pick- your-own farms, villages, vineyards, and farmers markets. It also provides employment and identity to diverse communities who work and live within its boundaries.

Heritage Discoveries (Unique Stories of Local History, Culture and Nature) features opportunities for surprise and discovery within collections and archives where visitors and residents uncover unexpected and "off the beaten path" stories of local history, culture, and nature.

These four themes are designed to be inclusive and expansive – to be agile and incorporate new stories over time with new research. Many heritage area stories overlap and include experiences and stories from other themes. For example, Glen Echo, a part of the transportation theme also has a significant Civil Rights story, which is part of the Crossroads and Culture theme.

Additionally, heritage area linkages are both physical and thematic. Physical networks like trails provide clear and effective connections throughout the heritage area. In addition, thematic links are of equal importance and allow visitors to explore sites and stories of specific interest. The latter also promotes "critical mass" for thematically tied partner sites to elevate their resources as part of a larger group.

Heritage Area Historic Overview

The earliest inhabitants of the area that became Montgomery County were Native Americans representing a number of tribes. There are differing opinions on who was here and when as the Piedmont was a buffer area between northern and southern tribal areas. However, one could likely have found the Piscataway, Nacotchtank, Anacostan, Seneca, and Susquehannock. Some settled here while others used it the area to traverse from the Chesapeake Bay to the Ohio Valley.

Early village settlements had been abandoned – likely a consequence of tribal competition and European illnesses – by the time John Smith explored the area in 1608, and the region had become a buffer zone between the Piscataway Indians, western Shawnee, and northern Iroquois. The rich resources of the land made it a popular area for fishing, 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 MD Route 355 and River Road.

When the first Europeans arrived in Maryland in the 1630s, Montgomery County was part of Charles, then Prince George's County. 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 and trade. 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. Despite these barriers, landholders from Southern Maryland were anxious to expand their holdings and bought uppurchased 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 an attic sleeping space. There were outbuildings, including tobacco sheds. In 1729, the population had grown sufficiently to require the appointment of the first road overseer, who looked after the roads going from Monocacy to Annapolis and the road to Frederick.

Settlers during the 17th and 18th centuries were often European. Many were of German descent, and canal builders included Irish immigrants. A much larger influx of immigrants occurred later, in the mid-1900s.

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. This in turn required the building of transportation routes from farms to port. 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. The institution of slavery accompanied European arrival, and many farmers were also small-scale slave holders.

What we know as Rockville today was at the crossroads of the road linking Poolesville and the Monocacy River to Annapolis, and the main road from Georgetown to Frederick. By the late 1800s, Frederick County had become so populated that on September 6, 1776, the Maryland Constitutional Conventions passed a bill dividing Frederick into 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 Triadelphia and Duckett have completely changed the nature of the river.)

The years from 1775 to 1800 brought 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. Court and official business took place in the county seat at Rockville, and crossroads towns and communities sprang up as centers for goods and services.

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. By the early 1900s, there were over 400 dairy farms in the county.

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 Canal, 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 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, as well as easy access to roads, rivers, and paths North, the county played an important role in the Underground Railroad. Some of this activity occurred in Sandy Spring and Brookville where the Quakers had freed their slaves in the early 1800s for moral reasons. Many African Americans used their own agency to gain freedom, such as Josiah Henson, Ann Marie Weems, and the Edmonson sisters. By the early 1900s, there were over 150 Black communities and enclaves founded throughout the area on the basis of their ingenuity.

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 participating in a number of skirmishes. The Battle of Ball's Bluff and General Jubal Early's unsuccessful attempt to take Washington, DC, were launched from Montgomery County. However, although Montgomery County was continuously occupied by troops, no major damage occurred to the building stock or infrastructure during the war, setting the stage for rapid post-war growth in the county because of its proximity to the nation's capital. During this time, Clara Barton began to form what would later become the American Red Cross.

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 Railroad had a major impact on the county's economy through its freight and passenger services. 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 large parcels of land, and participated in both developing and financing housing in given communities. This development pattern 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 of suburbanization had begun. Southern county housing developments created conflicting needs with the northern county where farms dominated. The demand for new roads, clean water, more schools, and other amenities 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 professional men and women from around the world 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. Along with differing languages, cultures, and traditions, these new residents brought 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. Earlier, the county decided against state management of county records resulting in an exceptional volume of local histories and archives retained throughout the area.

During this time of expansion, many historic African American communities such as Scotland and Tobytown, were plagued by outdated infrastructure and government policies designed to uphold Jim Crow rules; this resulted in the demise of many Black settlements. In the 1960s, the County increased efforts to improve the quality of life in the most impacted communities. Black enclaves won much needed public utilities but suffered the loss of family-owned landholdings to make way for public housing and other development.

The general population explosion slowed somewhat in the 1970s, but by then, the stress of unchecked growth was showing. During this time, an increasing awareness of environmental challenges grew, inspired by Rachel Carson's book "Silent Spring." 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 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 and diverse residents.

Rivers, Roads, and Rails: Transportation

Transportation has shaped Montgomery County's history from early Native American settlements to modern-day suburbia. As the favored mode of transportation changed from canoe to horse and buggy to trains to cars, both the routes and the way of life for residents changed. Transportation routes and systems continue to adapt the landscape, and both drive and respond to population trends. Over the years, the county's size and geography have presented transportation challenges and inspired many innovations.

Theme Statement – The geography of Montgomery County has imposed opportunity and challenge through time. Changing land use requires both adaptation to the land and innovation to meet evolving human needs. The heritage area is a microcosm of transportation development, urban and rural, past and present.

Sub-Theme 1: Native Americans used waterways and overland routes to travel to and from seasonal fishing and hunting grounds.

STORIES

- The few tangible remains of Native American settlements, including the remains of fishing weirs, mines, and viewsheds.
- Which tribes inhabited the area during which times (further exploration research is needed).
- Factors that drove each tribe from the area, such as warfare and illness, resulting in a small Indigenous presence just prior to European settlement.
- The evolution of historic roads and Native American footpaths to modern roads and changing modes of transportation.
- Native American seasonal settlements along waterways for fishing and on the Piedmont for hunting.
- Annual migration to the Ohio Valley by indigenous people.

TANGIBLE HIGHLIGHTS

- Viewsheds and geography
- Natural biodiversity and climate
- John Smith maps
- Artifacts not in situ
- Tribal people still present in the County
- Native American travel routes still used today

QUESTIONS FOR EXPLORATION

- What made this area desirable for Native American use?
- Why were settlements seasonal?
- Why did people travel to the Ohio Valley?
- Why had settlements all but disappeared prior to European arrival?
- What tribes still have a presence in the area?
- Why we don't tell the public where settlements were?

Sub-Theme 2: European settlement patterns changed land use and thus altered transportation routes.

STORIES

- Traders and trappers utilizing the area and moving to and through it.
- Impacts of European settlement on Native Americans with a presence in this area.
- How the introduction of slavery impacted people, culture, and economics.
- Westward expansion from Annapolis through land grants, tobacco farming, and slavery.
- The demise of tobacco crops due to soil damage, and the introduction of new crops and conservation efforts as a result.
- The rise of individual agricultural land holdings and the subsequent need to process and move a variety of goods, resulting in new roads, the C&O Canal, and the B&O Railroad.
- The founding of George Washington's Potomack Company to increase northern trade by building a canal through an unnavigable landscape.
- Overcoming obstacles like uneven land and waterways with solutions such as locks, bridges, and aqueducts, including the construction of the C&O Canal, B&O Railroad, and roads.
- Immigrants and enslaved people's roles in construction of infrastructure: for example, Irish immigrants and African Americans working on the construction of the C&O Canal.
- The development and adaptation of new routes and new modes of transportation: horse and wagon, canal boats, trains, etc.
- The effects of early Post roads connecting communities to news, churches, and government.
- The birth of small crossroads communities providing goods and services where trade and travel routes intersect.

- The founding of the Nation's capital at the areas' southern border and the accompanying influx of diverse cultures and commuter transportation needs.
- The movement of enslaved people to markets and mills and their travels to visit family in other areas—and how that movement enabled communication/information exchange that strengthened the Black community.
- The evolution and impact of the railroad, beginning with the building of the railroad itself, moving to railroad services and associated businesses, and finally encompassing commuter developments surrounding historic towns, with each phase altering community infrastructure.
- How new modes of transportation altered farm production: i.e., refrigerated rail cars made it possible to ship perishables like dairy to market.

TANGIBLE HIGHLIGHTS

- Geography that enabled or impeded settlement, including the fall line at Great Falls and the Piedmont
- Specific modes of transportation, such as C&O Canal, B&O Railroad, historic roads to and from farms and mills, Rustic Roads, Scenic Byways
- Bills of lading from C&O Canal and B&O Railroad
- Evidence of past transportation systems: locks, lockhouses, bridges, and aqueducts
- Evidence of past industries: mills, quarries, historic farm buildings, warehouses, and granaries
- Lock keepers houses and lock settlements
- Historic crossroads towns
- Railroad stations
- Train rides on the B&O Railroad
- Towpath hike and bike trail
- Canal Quarters

QUESTIONS FOR EXPLORATION

- What tribes had a presence in this area?
- What made this area attractive to Native Americans? (more research is needed)
- What factors drove Native Americans from this area?
- What made this area attractive to European settlers?
- Where were crops and goods shipped to and from?
- How did tobacco farming damage the soil?
- What crops were grown after tobacco failed?
- How did the prevalence of different crops impact the use of enslaved labor?
- Why did the Canal close?
- How did each phase of major transportation change the way of life in the region?

Sub-Theme 3: Effective transportation routes through the County made it a busy and strategically important place during the Civil War. The movements and housing of troops and war supplies through the area had greater impact on some populations than others.

STORIES
- Military targeting/sabotage of canals and railways used to move troops and supplies.
- Troop crossings of the Potomac River (ex: Balls Bluff and Edwards Ferry).
- Union and Confederate occupations of the Poolesville area.
- Conscription of local men into service.
- Confederate General Jeb Stuart's raid on Washington, DC, along route 355, stopping in Rockville.
- Montgomery County as part of the route to Gettysburg and the impact of those troop movements across the county.
- Impacts of troops on local residents, including women and Blacks.
- The Underground Railroad—routes and modes of transportation used by enslaved people to flee bondage, including safehouses, information sharing, and support for freedom seekers.
- Individual agency in self-emancipation.

TANGIBLE HIGHLIGHTS
- Civil War Trail
- Poolesville
- Battle of Balls Bluff
- Rockville
- C&O Canal and B&O Railroad
- Canal locks, lock houses, and rail stations
- Whites Ferry
- Edwards Ferry
- Blockhouse Point
- Landscapes and viewsheds
- Local farms used as encampments by troops
- Diaries and letters in local archives
- Newspapers

QUESTIONS FOR EXPLORATION
- How did the county's location and its natural geography and topography (the Potomac River and the mountains to the west and north) impact its relationship to Civil War activity?
- Where do we see the push-pull of being in a borderland manifest in the region's Civil War era history and its legacy?
- How did military occupation affect women and Blacks?

Sub-Theme 4: In the 20th Century, Montgomery County became a significant commuter district adjacent to Washington, DC, with all the accompanying developmental and cultural markers of major suburban development.

STORIES

- Trolley lines that expedited travel to and from jobs.
- "Bedroom" community developments, both new builds and historic communities that expanded.
- Expansion of roadways to accommodate automobile commuters.
- Business corridors, including the technology corridor along 270.
- Loss of farmland and open space.
- Originally, the county was all about work and agriculture but shifted over time to include leisure time, as evidenced by skate parks, strip malls, etc.
- Increase in education levels and subsequently, white collar jobs.
- Upward trend in wealth among county residents, resulting in larger homes and properties.
- Infrastructure supporting developments such as roadways, water usage, and other services.
- Shifting gender roles from strictly male heads of household, though not all women were ever strictly at home (politically engaged, working, or otherwise).
- Modern commercial automobile-centric centers with architectural significance.
- Rural areas from not long ago with sprawl-style growth, some of which remain on rural education, services, and utility infrastructure.
- We move differently now. We used to just move north-south. Now we move east-west as well, evidenced by construction of new transportation lines.

TANGIBLE HIGHLIGHTS

- National Capital Trolley Museum
- Glen Echo Park
- Rockville
- Germantown Historic District
- Gaithersburg Community Museum
- Kentlands and King Farm developments
- Developments outside Poolesville and pop-up developments on former farms

QUESTIONS FOR EXPLORATION

- How did the expansion of Montgomery County into a commuter suburb change the possible lifestyles, housing types, cultural experiences available to working, middle, and upper middle-class residents?
- How did the building out of the commuter suburb in Montgomery County impact demographics in nearby urban areas and in the County? Why?
- How did gender, race, class, and income level impact both work and leisure opportunities for families and individuals? How do they continue to do so today?
- Why did some areas of the county receive updated infrastructure as population grew while others remain outdated and in need of better services? How do class, race, income, and other identity factors play a role?

NOTE: At the time of the writing of this document, an important and historic transportation asset, White's Ferry, is closed due to disagreement over the use of the ferry landing across the Potomac River in Loudoun County, VA. It is hoped this situation will be resolved and the Ferry, which is the one last operating on the Potomac, will reopen.

Crossroads and Cultures: Home to Many People

Before the first Europeans arrived to settle Maryland in the 1630s, a few European 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."

The heritage area's communities have a history of settling at its crossroads: Native Americans, Europeans, African Americans, and many other people found opportunity at the meeting of transportation routes. Driven by excellent resources and proximity to the nation's capital, a diverse population has made the county home. Crossroads are also represented by the constraints and challenges faced by Montgomery County's people, who found differing solutions. Native American tribes made use of natural abundance; the Irish came to work building the C&O Canal; formerly enslaved African Americans built communities; Southern Blacks moved north to DC for better jobs after World War II; and Koreans and Pakistanis fled conflicts to find a better life, to name a few. Today, this area is one of the most diverse in the country, and its residents are creative problem solvers.

Immigrants from around the world have settled in the county, largely in two waves in the 1900s. European immigration increased dramatically after World War II, spurred by the postwar expansion of Washington, DC, and the creation of new jobs. Using automobiles, streetcars, and trains, new

Theme Statement: Heritage Montgomery is the most diverse heritage area in Maryland, evidencing the opportunity provided by its many crossroads just in the shadow of the nation's capital. These communities sometimes stayed small and sometimes grew quite large, and each built a home in this initially unfamiliar place.

residents could easily commute from Montgomery County suburbs to work in DC. One new county development, Veirs Mill Village, contained 1,100 identical homes.

In the 1960s, immigration shifted to people from east and southeast Asia, Africa, China, India, and Pakistan, and more recently has shifted again to include Central Americans and Mexicans. The result of this influx has made Montgomery County the most diverse in Maryland. Many new residents retained their traditions as evidenced in their church architecture, culinary offerings, and festivals.

The region's early European history was typically better documented than that of other groups. Recent decades have brought to light a rich heritage of

Black history. The heritage area has strong, tangible African American history including slavery, community building, segregation, Civil Rights, and Urban Renewal. While some county residents historically supported the Underground Railroad and pre-Emancipation manumission, others reacted with racial codes meant to diminish freedom. More recently, discrimination has been practiced in real estate, banking, urban renewal, and government, to name a few. Despite external pressures, Black residents have preserved their culture, churches, and communities, and they are expanding storytelling and access today, providing a strong foundation for their own communities' shared identities as well as a rich experience for visitors to the heritage area.

Sub-Theme 1: For thousands of years, Indigenous people occupied many parts of the county using the waterways and piedmont as a preserve for hunting, fishing, foraging, and farming. Here they were impacted by climate, political struggles with other tribal groups, and changing cultures.

STORIES
- Trading resources and migrations
- Evolution toward farming and settlements in the 1400s – 1600s
- Palisaded villages along the Potomac
- Foodways and crops
- Iraquois Confederacy
- Susquhanock influence
- Algonquin/Piscataway influence
- Politics between and among groups
- Powhatan unification of tribes
- Effect of the "little ice age" and migration south of northern tribes
- European arrival and settlement
- Differing approaches to land use between Native Americans and Europeans
- European cultural impact on Native Americans
- Native American cultural impact on Europeans
- Decline of Native populations
- Tribes today

TANGIBLE HIGHLIGHTS
- County waterways and the Potomac and Patuxent Rivers
- Rte. 355 and River Road
- Viewsheds and woodlands
- Flora and fauna

QUESTIONS FOR EXPLORATION
- How was the interior of the county used by Indigenous people?
- Why aren't locations of Native American sites made public?
- What do Native Americans want people today to know about their cultures?

Sub-Theme 2: The substantial, complex, and long history of enslaved and free African American communities and their historic traditions illuminates the co-mingling of cultures, the fight for equality, and the impact preserving one's culture has on a society.

STORIES

- Pathways to arrival here – Transatlantic slave trade, tie to labor needs for region, and marketing and sales of humans.
- What people brought from their cultures of origin – cooking ingredients, musical traditions, knowledge of agriculture and trades, and family values.
- The effort to retain cultures of origin in the face of enslavement and assimilation.
- What was left behind in country of origin.
- The practice of slavery – the logistics and structures of slavery in this region, definitions, and laws.
- How slavery shaped lives and identities.
- Family and community relationships and their impact for enslaved individuals, both during slavery and afterward.
- How and why Freedmen and women stayed here.
- How and why people used the Underground Railroad to escape slavery.
- Legacy of slavery — lasting impacts on individuals, communities, and society.

TANGIBLE HIGHLIGHTS

- Sandy Spring Slave Museum
- Sandy Spring and Montgomery History archives
- Josiah Henson Park
- Woodlawn Manor
- Button Farm
- Sandy Spring and Brookeville
- Historic houses and farm slave quarters and outbuildings
- Rustic Roads, waterways, and landscapes familiar to Black residents
- Mills, churches, and markets where people interacted
- Historic settlements and communities
- Early church records
- Historic wills and inventories

QUESTIONS FOR EXPLORATION

- Where is there evidence of ties to the individual homelands of those who were brought here by force?
- How did those who were enslaved retain their unique cultures in the face of forced labor and severely limited freedoms?
- What traditions and historic resources today illustrate the combining or holding separate of the homelands of those who were enslaved here?

Sub-Theme 3: Within the United States' period of race-based slavery, each enslaved person had to determine for his or herself what actions were possible and best to pursue in seeking a life with greater freedom. In the heritage area, individual stories of freedom-seeking and emancipation include efforts to escape North, working to gain funds to buy one's freedom or that of loved ones, and living within the realities of slavery.

Some examples of these individual pathways include Reverend Josiah Henson, who purchased his freedom but was double-crossed and ultimately escaped with his family to found a free community in Canada. Ann Maria Weems slipped out of Rockville dressed as a coachman to join her own family in freedom. Manumitted people worked together to form early communities on the edges of towns where they were once enslaved. Following emancipation, freed people formed small farming communities along rural crossroads, and many of these communities still stand today. The proximity to free populations in the Washington, DC; Baltimore, MD; and other northern anti-slave states gave people in Montgomery County the opportunity to escape and find support.

STORIES
- Underground Railroad and the decision to flee or stay (ex: Ann Maria Weems).
- Early manumissions and communities of manumitted people (ex: Sandy Spring and Brookeville).
- Purchase of self or loved ones as a path to freedom (ex: Josiah Henson and Gaither Howard family).
- Failed attempts at freedom and the consequences (ex: Josiah Henson and the Edmonson sisters).
- Founding of free communities before Emancipation.
- Founding of free communities after Emancipation.
- Quakers.
- Development of enclaves in towns.
- Land ownership.
- Importance of church, school, and benefits societies.
- Communities offering a haven from the outside world but also isolation from it.
- Transitions from slave economy to labor economy.
- Rise of Jim Crow policies.
- Traveling pastors.
- Regrouping of separated families.
- Legacy of community values.

TANGIBLE HIGHLIGHTS
- Pre-Emancipation African American communities
- Post-Emancipation communities
- Sugarland, Warren, Pleasant View, Scotland, and Lincoln Park
- Church records
- Deeds and land records
- Woodlawn Museum
- UGRR Experience Trail
- Josiah Henson Museum
- Sandy Spring Slave Museum
- Sandy Spring Museum
- Freedman State Park – in development
- Rockville African American History Trail

QUESTIONS FOR EXPLORATION
- How did the circumstances of those enslaved here influence what decisions they made and how they carried them out regarding their freedom?
- How does the cultural landscape of the County reflect the choices and experiences of those held in slavery here?

Sub-Theme 4: With the end of race-based slavery, new structures of oppression were established to continue economic and social separation in place, including legal segregation policies ("Jim Crowe"). The Civil Rights movement—nationally and in the heritage area—fought to address these systems with widely varying success. The heritage area has a wealth of these stories that encompass segregation and its impacts in transportation, urban development, and education, to name a few.

STORIES
- Rules of segregation as applied locally.
- Trolley and transportation segregation.
- How and why the local Civil Rights movement was successful.
- Thurgood Marshall argument in 1939 case Gibbs vs. Board of Education in Rockville.
- Gaither Howard Family history from slavery to prominent citizens.
- 1960s and 1970s developers who promised upgraded utilities and bought people out to "upgrade" communities, thus pricing Black residents out of new and improved construction.
- Historic black cemeteries disturbed to make room for road expansions.
- Slave cemeteries on plantation properties on private properties.
- Things provided in segregated Black space because segregated white space wouldn't serve Black Americans:
- Black community baseball teams (Every Sunday, mothers cooked food and families went to the games)
- Sandy Spring Stars = minor league to Negro League Teams
- Lodges/fraternal organizations like OddFellows
- Insurance organizations
- Mortgage Corps
- Black homebuilders
- Black grocers
- Barbers

TANGIBLE HIGHLIGHTS
- Segregated African American schools
- Rosenwald schools
- Glen Echo protests, early 1960s
- Grey Courthouse, 1939, Gibbs vs. Board of Education, argued by Thurgood Marshall
- Freedman's Park
- Oral histories
- Boyds settlement of African American railroad workers
- Rockville African American History Trail
- Role of African American communities in making change
- Scotland community
- Tobytown community

QUESTIONS FOR EXPLORATION
- Where and how can one see the marks of segregation on the cultural landscape of the heritage area today?
- How did Montgomery County's Black communities claim agency and empowerment within and despite segregation?

Sub-theme 5: Montgomery County has experienced multiple waves of immigration starting in the mid-1900s through today, creating a vibrant, diverse heritage area influenced by the history and culture of each group that came to call this place home. These range from early settlers with English, Irish, and Welsh backgrounds to later migrants from Germany, Russia, and China.

STORIES
- "Highway to Heaven" (New Hampshire Avenue to Howard County), encompassing a variety of immigrant-influenced architecture, religious institutions, and cultural traditions.
- Significant Ethiopian immigration
- Nepelaese immigration
- (This area needs more research.)

TANGIBLE HIGHLIGHTS
- Latvian Museum
- Chinatown in Rockville
- Nepal Education and Cultural Center

QUESTIONS FOR EXPLORATION
- What pushed or pulled people to make a new home for themselves in Montgomery County? Were there common threads to their stories throughout history?
- In what ways did each group change the county, either physically or via its culture and traditions?
- What connections do today's immigrant groups have to the historical migrants to this place?

Agricultural Reserve: Farms, Markets, Conservation, and Rural Life

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.

Its character encompasses scenic landscapes, historic towns and structures, and miles of Rustic Roads and waterways. A number of county programs operate within the reserve, offering easements, grants, and other forms of assistance to farmers. The County county was a trendsetter in using a zoning overlay to protect this resource. 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.

Theme Statement: The Ag Reserve is a national model for land preservation and farming. This working landscape preserves traditional heritage and culture while allowing for change in response to evolving markets and demand. It supplies goods to regional urban centers, supports farmers and markets, and offers compelling stories and outdoor experiences.

Sub-Theme 1: People have been utilizing the heritage area's land to procure food for thousands of years, starting with American IndianNative American hunters and foragers through early European settler-farmers to today's restaurant chefs and patrons. Human adaptation of the land to survive is a universal story but also one that can be told uniquely here in the landscape of the Agricultural Reserve and its historic and cultural sites.

STORIES
- Native Americans utilizing the region as a "game preserve" as well as for settlements, farming, and fishing.
- The impact of geography and landscape on farming.
- European settlement, including land grants, tobacco, and slavery.
- Quakers as settlers with anti-slavery sentiments and distinct farming practices.
- Enslaved workers and later free Black settlements.
- Evolution from tobacco – , which depleted the soil, to other crops such as grain and orchards.
- Adaptability and resilience of farmers, including crop and technological transitions.
- Evolution of land use and landscapes due to changing farm practices.
- Evolution of farm buildings due to changing produce and use – for example, the change from simple livestock barns to highly specialized dairy barns.
- Heritage crops and livestock that were developed specifically for this area.
- Immigrant impact on farming
- Community gardens
- Farm-to-table movement
- Farmers markets
- Breweries, wineries, distilleries growing their own hops, grapes, grains
- Orchards
- Apiaries

TANGIBLE HIGHLIGHTS
- Farm architecture (working buildings)
- Rustic Roads and Scenic Byways
- Quaker settlements
- Vineyards
- Breweries/wineries/distilleries
- Viewsheds
- Landscape
- Waterways
- B&O railroad stations and towns
- C&O Canal and settlements at the locks
- Gardens, orchards, farmers markets, farm-to-table restaurants, apiaries

QUESTIONS FOR EXPLORATION
- How will the Reserve rise to the challenge of providing diverse, culturally relevant food in the future?
- What can we learn from early agricultural practices as relates to the needed transition to more regenerative practices?
- What efforts are needed to provide for continued stewardship on the county's network of Rustic Roads?
- How do our stereotypes of agricultural life align to the reality of agricultural history and practice, including the technological advancement it requires?

Sub-Theme 2: Fertile soil, excellent waterpower for mills, and gentler seasons all coupled with proximity to major population centers and ease of developing transportation to markets made this area ideal for a farming economy and accompanying settlements.

STORIES

- The region's overall geography and its influence on the evolution of farming and transportation innovations – the C&O Canal, B&O Railroad.
- Waterways and their role in farming and settlements: providing water, power, and habitat.
- Protected park areas and their origins.
- Rustic Roads and their origins moving goods to markets.
- The impact of farming and development on flora, fauna, and wildlife habitat.
- Montgomery Countryside Alliance, Audubon Naturalist Society, and other environmental protection efforts in preservation of natural resources.
- How man's use of land has been modified to protect/restore resources in response to threats such as soil destruction and climate change.
- Proximity to large markets, which allowed for crop diversity, expansion, and economic success.
- Crossroads farming settlements springing up around natural and man-made resources.

TANGIBLE HIGHLIGHTS

- Brookeville along post roads and waterways
- Poolesville along the C&O Canal and B&O Railroad
- Existing remains and evidence of early geology, woodlands, and waterways
- Button Farm
- Blackrock Mill
- Hyattstown Mill
- Seneca Creek Park mill ruins and mill stones
- Seneca Quarry at C&O Canal
- White's Ferry
- Granary ruin at White's Ferry
- Edward's Ferry (granary, general store, homes)
- Germantown as an original milk stop
- Audubon Naturalist Society
- Potomac, Hawlings, and Patuxent Rivers, as well as Seneca Creek and tributaries
- Rachael Carson Conservation Park
- Dickerson Conservation Park
- Agricultural History Farm Park
- Bethesda Women's Farm Cooperative
- Rustic Roads
- Montgomery Countryside Alliance

QUESTIONS FOR EXPLORATION

- How did changing crops drive the need for changing transportation?
- How did changing transportation change farming?
- What resources did towns provide to farmers and farming?
- How did changing farming change barn architecture?
- What about the historical roles of women in farming?

Sub-Theme 3: Unregulated development, its associated losses and threats, and the responses to it in advocacy and planning led to the Agricultural Reserve, an invaluable but not impervious protection for the historic, cultural, and natural resources of this area.

STORIES

- Development pressure on farmers and agricultural properties as a result of thriving growth in Washington, DC.
- 1960s "Wedges and Corridors" plan and transferable development rights.
- Rachel Carson's Silent Spring (member of the Audubon Naturalist Society located in Chevy Chase).
- Limited and vulnerable water supply because area is served by a single aquafer.
- Impact of reservoirs and the Brighton Dam, including the displacement of one community to benefit others.
- Increased development and tourism require increased infrastructure and result in loss of farms and natural resources.
- Increased traffic jeopardizes the preservation of Rustic Roads.
- How partners work to preserve the resource for future generations.

TANGIBLE HIGHLIGHTS

- Rustic Roads
- Waterways
- Farm markets/gathering spots
- Local artisan galleries
- County/State/Federal parkland
- Small municipalities such as Barnesville and Poolesville
- Sugarland and Warren communities

QUESTIONS FOR EXPLORATION

- Why protect farmland and natural resources?
- Why protect historic roads?
- How can tourists and residents co-exist?
- What can individuals do to protect these resources?
- How can tourism have less impact on resources?
- What is the difference between sustainable planned development and random development?
- How is development affecting historic Black communities?

Sub-Theme 4: The Agricultural Reserve today provides not only invaluable protection of and immersion into the County's agricultural past but also an experience of natural, cultural, and historic resources in a unique, evolving rural context. While protection is essential, so, too, is invitation to reasonable sustainable use, such as farmer's markets, local businesses, byways, bicyclists, and the like.

STORIES
- Diversifying family farm functions to ensure longevity.
- Open space to counterbalance cramped urban developments.
- Immigrant farmers.
- Absentee landowners and their impact on farm culture.
- Tourism destinations for outdoor experience destinations.
- Innovative adaptation of products offered today to enhance farm income.
- Sustainable farming practices (solar/wind energy, composting, irrigation, etc.)
- C&O Canal serves as riparian buffer to preserve the Potomac and the Chesapeake Bay

TANGIBLE HIGHLIGHTS
- Farm markets and small local businesses
- New farm businesses that invite public such as orchards, vineyards, and breweries
- Farm to table restaurants
- Local farmers community supported agriculture (CSA)
- Red Wiggler Farm
- Button Farm
- Madison Farm
- Soledado Lavender Farm
- National, state, and county park trails
- C&O Canal
- Greenway hike, bike, and water trails
- Projects and programs provided by Montgomery Countryside Alliance and Countryside Artisans
- Rustic Roads and Scenic Byways

QUESTIONS FOR EXPLORATION
- What are the best ways to support diverse next generation producers, including access to land, education, and infrastructure?
- How can we expand education/engagement with reserve resources?
- How do traditional functions of agriculture (food production) meld with modern Agricultural Reserve functions (tourism and leisure)?

Heritage Discoveries: Unique Stories of Local History, Culture, and Nature

The Heritage Area offers a wealth of experiences in museums, at historic sites, and in historic settings. It also has a depth of archives and unexpected collections housed at various sites that provide a path to discovery and enlightenment regarding the history of the heritage area. These collections- and archives-based experiences are the foundation of the Heritage Discoveries theme. They can be found, for example, in the early 1900s taxidermy bird collection at Audubon Naturalist Society, which includes a passenger pigeon. The same site is also the location where Rachael Carson wrote much of her book "Silent Spring." Other examples can be found at Woodlawn, where one of the county's championship (oldest) trees can be found on the grounds; Aspin Hill Pet Cemetery, where a number of notable pets are interred including J. Edgar Hoover's dogs and President Lyndon Johnson's famous beagles appear in the site archives; and the Latitude Observatory housed in the Gaithersburg Museum complex, which was used to measure the "wobble" of the Earth.

Theme Statement: Among the heritage area's offerings are opportunities for surprise and discovery within collections and archives where visitors and residents uncover unexpected and "off the beaten path" stories of local history, culture, and nature.

Heritage Discoveries Collections and Archives

- Montgomery History – County historical society and archives
- Peerless Rockville – Rockville historical society and archives
- Clarksburg Schoolhouse – Museum and Clarks burg historical society
- Damascus Historical Society
- Sandy Spring Museum – Sandy Spring archives, museum, Quaker and African American heritage
- Historic Medley – John Poole House, bank and Seneca Schoolhouse

- Brookeville – Early transportation routes, Quaker and African American heritage
- Historic Germantown – Early transportation hub
- Glen Echo Park – Trolley line and art center
- Sugarloaf Association – Trails, transportation, and Agricultural Reserve
- Boyds Historical Society
- Audubon Naturalist Society – Preservation of natural resources and taxidermy bird collection which include a passenger pigeon

- Audubon Naturalist Society – early to mid 1900s golden age that includes top scientists, Rachael Carson, Teddy Roosevelt and Roger Tory Peterson
- Aspin Hill Pet Cemetery – 5th oldest in the country, extensive archives documenting the evolution of the human and animal relationship from rural to urban
- Montgomery County championship tree inventory – found throughout the county

Business Plan

Heritage Montgomery (HM) is a generally stable and efficient nonprofit organization. The organization enjoys strong support from elected officials, especially at the state level, and from partner organizations like Montgomery County Parks and Planning, Maryland Park Service, and the National Park Service. Priorities for the business plan portion of the strategic plan include increasing staff levels, diversifying funding, and communicating the role of the heritage area.

Increasing Staff Levels

Currently, HM does not occupy permanent office space and has two paid positions on staff: an Executive Director and an Assistant Director. The latter is a new position, added during the strategic planning process. The organization successfully utilizes significant volunteer hours, including board time, grant review panels, and volunteer support for programs, including approximately $25,000 worth of volunteer time for the annual Heritage Days program alone. A small, inexpensive structure has enabled HM to be flexible and quick to address change.

Conversely, as the worst of the pandemic wound down, programming, visitation, and other activities by our partner organizations have increased over time, adding pressure for services and support from HM. These higher demands, coupled with the large size of the heritage area, suggest the need for a staffing increase. Other potential positions to consider include the following:

- **Grants Manager:** Strong support from the heritage area on grants equates to strong projects that earn grant funding. Having a staff member dedicated to this function would ensure attention and focus to grants and free the Executive Director from turning his/her energy and attention fully to the regular grant cycles. Grants are the foundational method of the heritage area. It seeks and receives grants to do heritage area business and programs and administers the process for heritage area grants funded through MHAA. MHAA separated its grant lines into two categories in recent years: mini grants and block grants. This means additional administration.
- **Office Manager:** A staff member dedicated to nonprofit administration as well as regular communication tasks would routinize those tasks and free other staff and volunteers from them.

The current Executive Director has more than nine successful years in the role. Ensuring continuity for the organization regarding this leadership post is essential. There is an Operations Handbook in place outlining weekly, monthly, and annual tasks and a contact list to support networking efforts. It is recommended that the succession work to date be supplemented with a plan of action should the Executive Director be unexpectedly unavailable and a detailed, written job description with ideal candidate characteristics.

Diversifying Funding

HM has high revenue reliability: the predictability and renewability of revenues year-to-year for budgeting, staffing, & programs. It also has relatively high revenue autonomy, which equates to judicious conditions (reporting, crediting, programmatic events, or other activities) assoc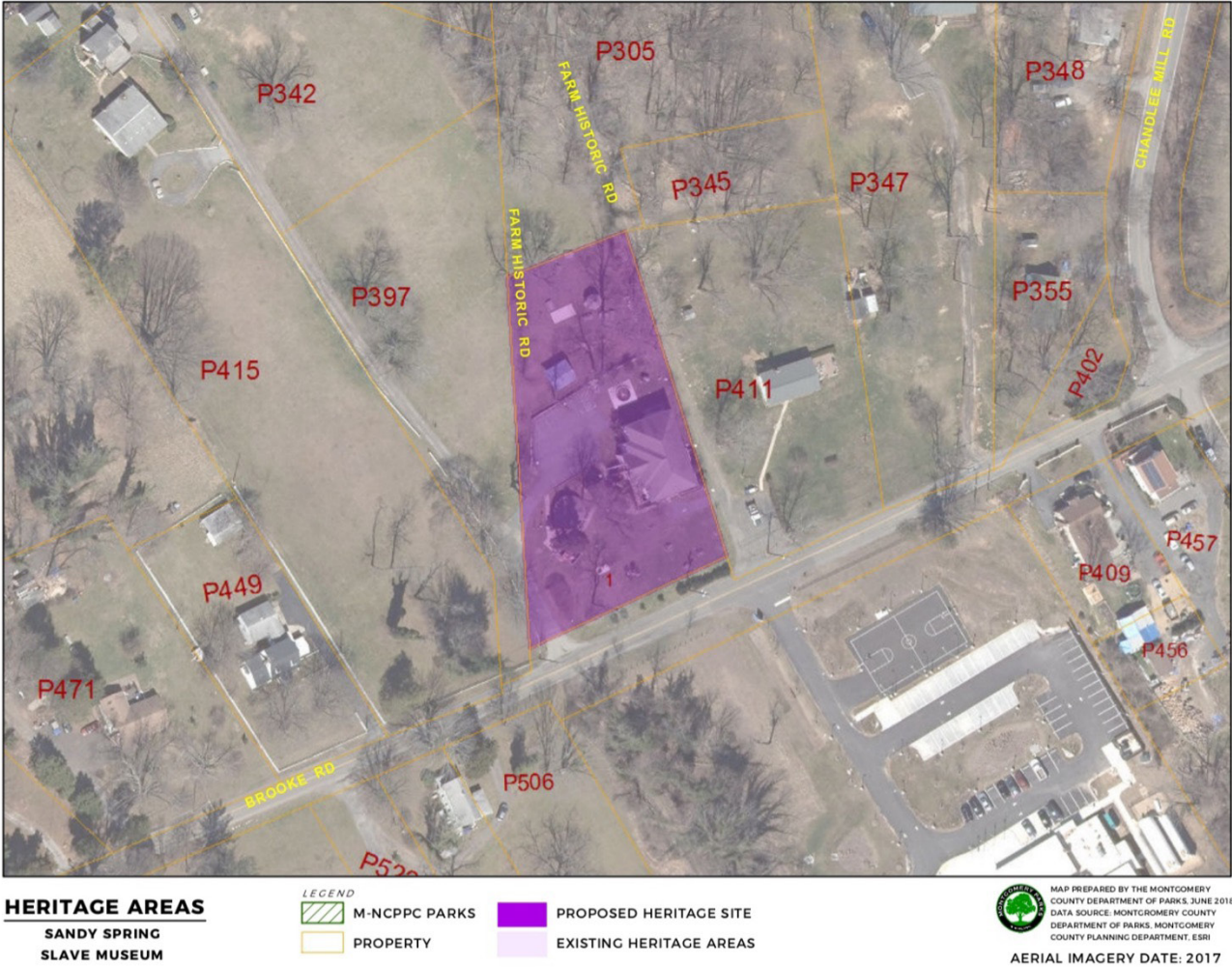iated with funding streams and a reasonable ability to direct the organization's efforts and priorities without undue influence from funders. The bulk of the organization's income is from Maryland Heritage Areas Authority (MHAA) and is matched by Montgomery County. There is a modest income generated by online donations. Thus, funding diversity would benefit from some attention.

Communicating Role of Heritage Area

HM provides essential support to heritage and cultural organizations in the region. In FY22, mini-grants totaled $25,000, and HM secured $454,000 in MHAA funding for county partners. At the same time, because grant funds come from MHAA through HM and the roles of those two organizations are not always clear to grantees, sites within the heritage area have difficulty attributing project funding and technical assistance to the heritage area organization. In addition, programs and events of the heritage area are by nature partnership endeavors, such as Heritage Days, and may be perceived by the general public and by local elected officials as efforts of their local historic sites and museums, diminishing the profile and efforts of the heritage area locally.

To provide greater understanding of its value and greater support for its endeavors, HM is recommended to communicate its activities and efforts more clearly within the heritage area and to state level stakeholders. This includes grants as well as programs and services. HM will need to consider that a diversity of languages is spoken in the heritage area and that different audiences are most reachable by different methods.
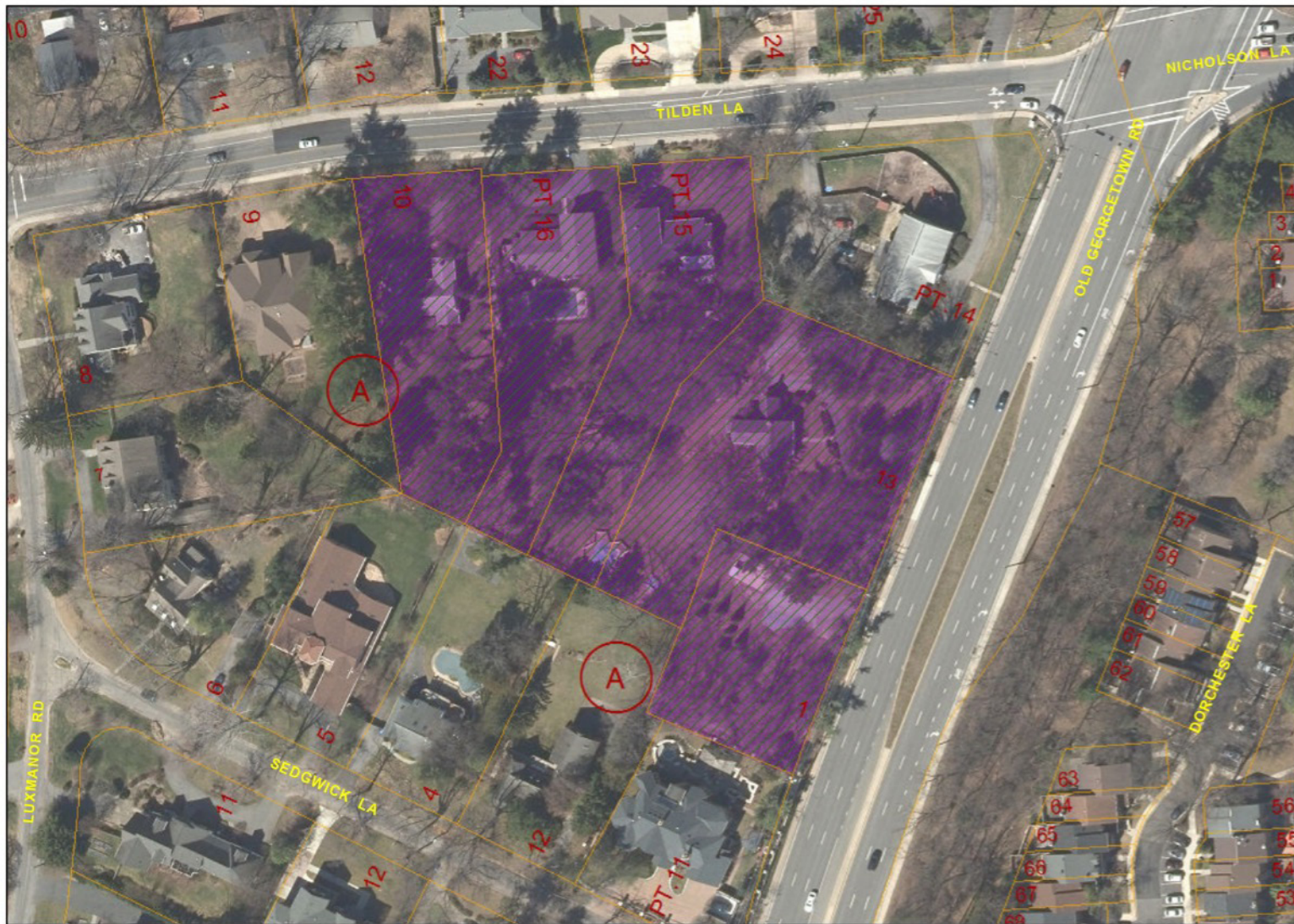
HERITAGE AREAS
SANDY SPRING
SLAVE MUSEUM

LEGEND
M-NCPPC PARKS
PROPERTY
PROPOSED HERITAGE SITE
EXISTING HERITAGE AREAS

MAP PREPARED BY THE MONTGOMERY
COUNTY DEPARTMENT OF PARKS, JUNE 2018
DATA SOURCE: MONTGOMERY COUNTY
DEPARTMENT OF PARKS, MONTGOMERY
COUNTY PLANNING DEPARTMENT, ESRI

AERIAL IMAGERY DATE: 2017

HERITAGE AREAS

PLEASANT VIEW
HISTORIC SITE

LEGEND

M-NCPPC PARKS

PROPERTY

PROPOSED HERITAGE SITE

EXISTING HERITAGE AREAS

MAP PREPARED BY THE MONTGOMERY
COUNTY DEPARTMENT OF PARKS, JUNE 2018
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DEPARTMENT OF PARKS, MONTGOMERY
COUNTY PLANNING DEPARTMENT, ESRI

AERIAL IMAGERY DATE: 2017

HERITAGE AREAS

JOSIAH HENSON
SPECIAL PARK

LEGEND

▨ M-NCPPC PARKS

▢ PROPERTY
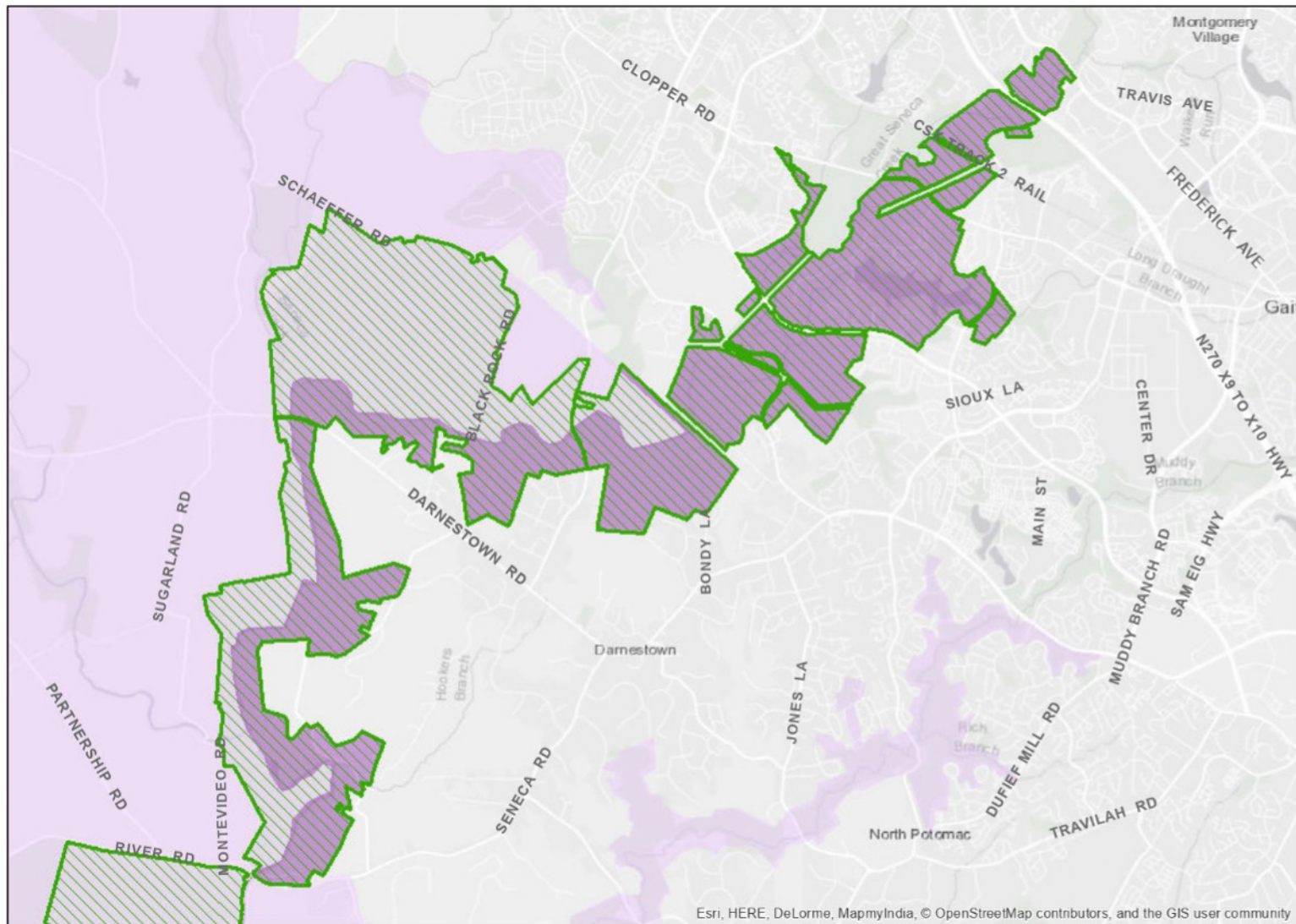
■ PROPOSED HERITAGE SITE

▨ EXISTING HERITAGE AREAS

MAP PREPARED BY THE MONTGOMERY
COUNTY DEPARTMENT OF PARKS, JUNE 2018
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COUNTY PLANNING DEPARTMENT, ESRI

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HERITAGE AREAS
GERMANTOWN
HISTORIC DISTRICT

LEGEND
M-NCPPC PARKS
PROPERTY
PROPOSED HERITAGE SITE
EXISTING HERITAGE AREAS

MAP PREPARED BY THE MONTGOMERY
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COUNTY PLANNING DEPARTMENT, ESRI

AERIAL IMAGERY DATE: 2017

HERITAGE AREAS

AUDUBON
NATURALIST SOCIETY

LEGEND

- M-NCPPC PARKS
- PROPERTY
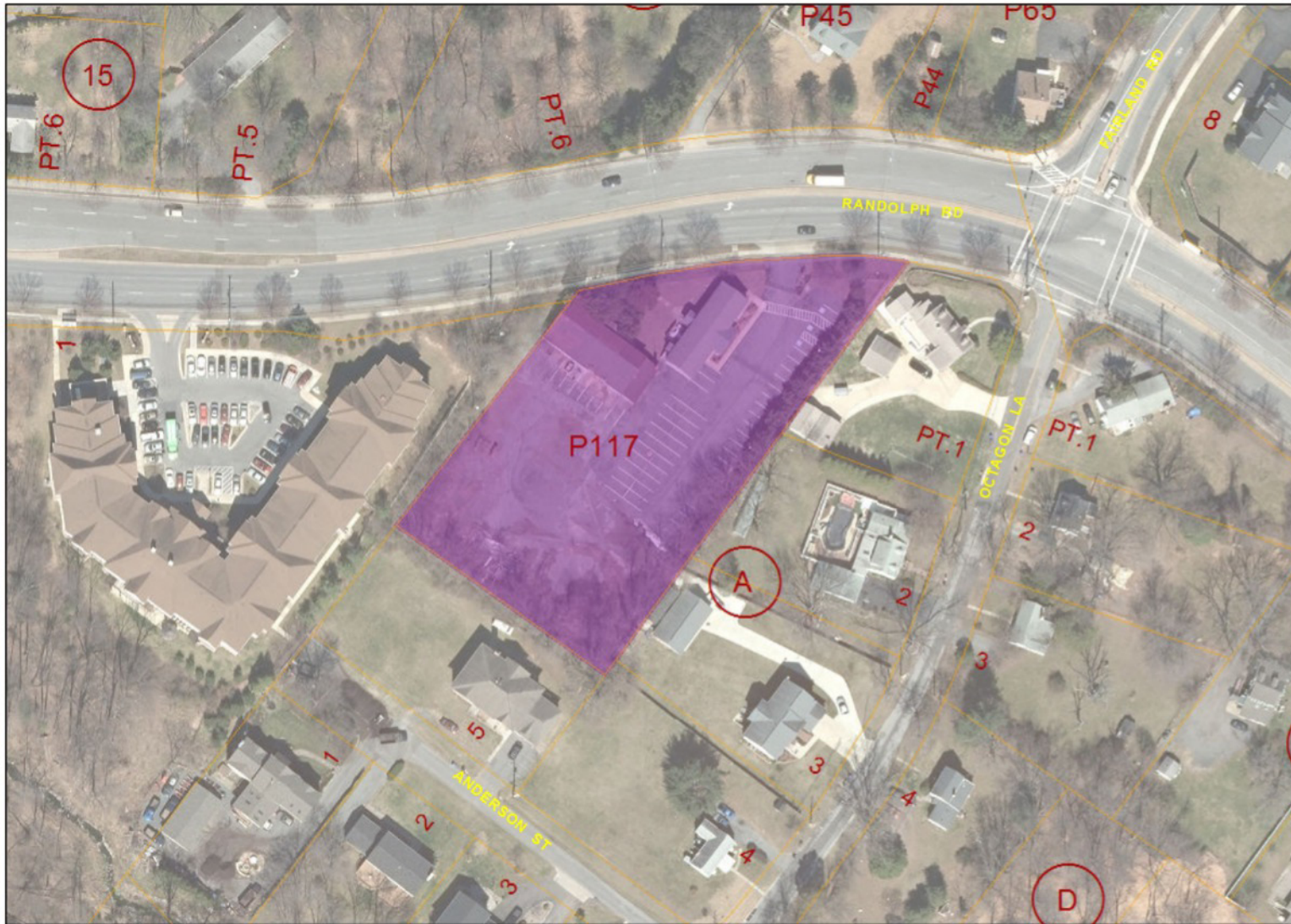- PROPOSED HERITAGE SITE
- EXISTING HERITAGE AREAS

MAP PREPARED BY THE MONTGOMERY
COUNTY DEPARTMENT OF PARKS, JUNE 2018
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DEPARTMENT OF PARKS, MONTGOMERY
COUNTY PLANNING DEPARTMENT, ESRI

AERIAL IMAGERY DATE: 2017

HERITAGE AREAS

SENECA CREEK
STATE PARK

LEGEND

Seneca Creek State Park

Proposed Heritage Site

Existing Heritage Areas

MAP PREPARED BY THE MONTGOMERY
COUNTY DEPARTMENT OF PARKS, JUNE 2018
DATA SOURCE: MONTGOMERY COUNTY
DEPARTMENT OF PARKS, MONTGOMERY
COUNTY PLANNING DEPARTMENT, ESRI

AERIAL IMAGERY DATE: 2017

HERITAGE AREAS
SMITHVILLE
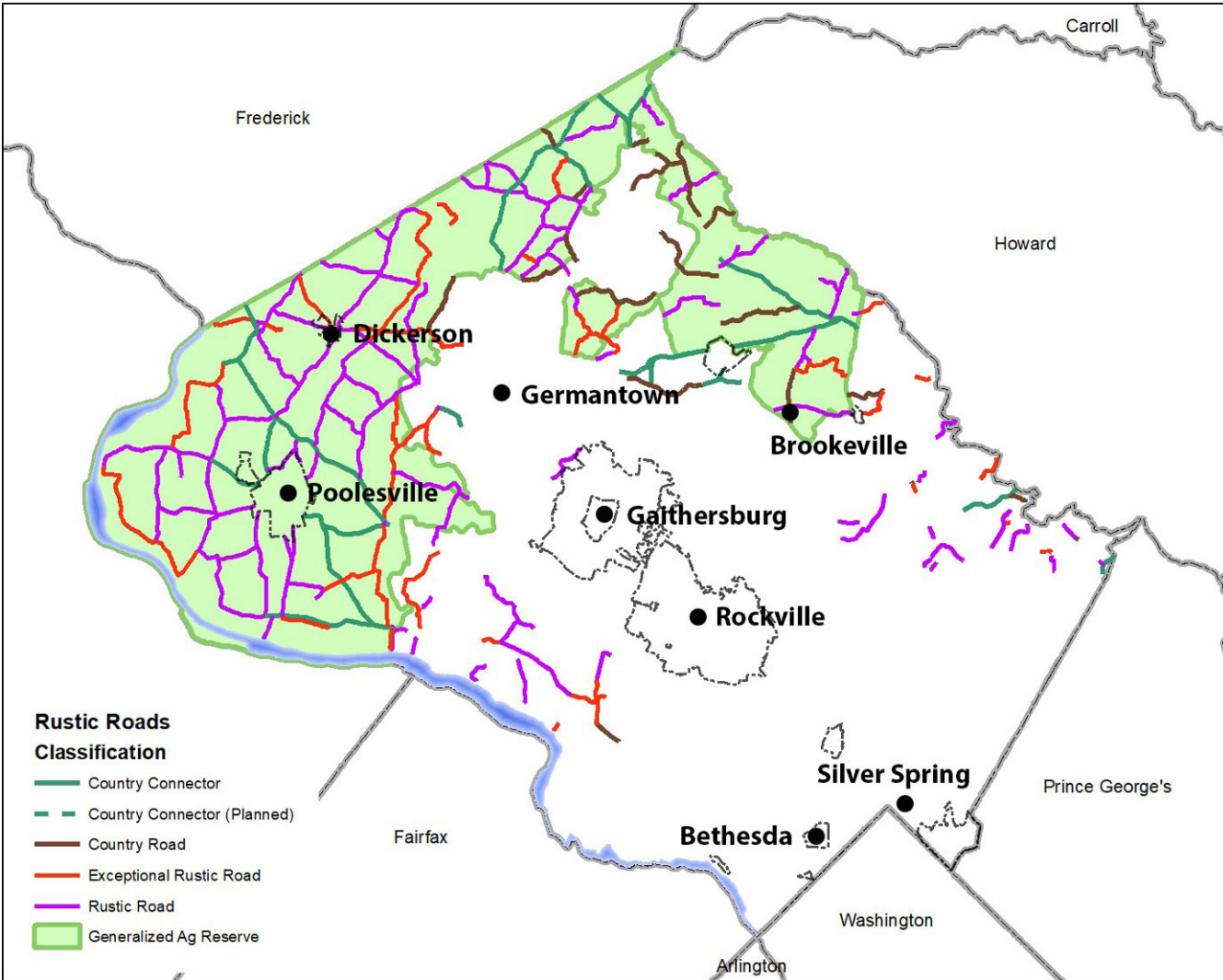### COLORED SCHOOL

LEGEND

☐ PROPERTY ◼ PROPOSED HERITAGE SITE

MAP PREPARED BY THE MONTGOMERY
COUNTY DEPARTMENT OF PARKS, JUNE 2018
DATA SOURCE: MONTGOMERY COUNTY
DEPARTMENT OF PARKS, MONTGOMERY
COUNTY PLANNING DEPARTMENT, ESRI

AERIAL IMAGERY DATE: 2017

APPENDIX C: Strategic Planning Process

Strategic Planning Schedule
- Kickoff Meeting: May 26, 2022
- Tour heritage area: June 27-28, 2022
- Core Elements Workshop with Stakeholders: June 28, 2022
- Context and SWOT Discussion with client: July 18, 2022
    - Technical Memo 1: Context for Planning
- Interpretive Approach Discussions with client: October 19 and December 1 and 16, 2022
- Interpretive Approach Workshop with Stakeholders (Virtual): December 13, 2022
    - Technical Memo 2: Heritage Montgomery Interpretive Approach
- Business Plan Discussion and Presentation with client: February 10 and 21, 2023
- Goals, Objectives, & Action Items Workshops (Virtual): June 12 and 20, 2023
    - Technical Memo 3: Goals & Action Items
- Goals, Objectives, & Action Items Discussion with client: October 11, 2023
- Planning and Process Discussions with client: September 12, 2022, and January 27, June 1, August 3, and November 1, 2023
- Draft Strategic Plan: November 2023
- Final Strategic Plan: December 2023

Plan Advisors
- Abby Clouse-Radigan, Historic Medley District
- Anthony Cohen, Menare Foundation
- Caroline Taylor, Montgomery Countryside Alliance
- Erik Ledbetter, Seneca Creek State Park
- Heidi Schlag, Shepherd University
- Jennifer Legates, Woodlawn Manor
- Laura Anderson Wright, University of Maryland at College Park
- Rebeccah Ballo, Montgomery Planning
- Sandi Williams, Sandy Spring Slave Museum
- Tracy Oliver-Gary, Montgomery County Public Schools
- Ying Fang, Snyder Cohn

Client Lead: Sarah Rogers, Executive Director, Heritage Montgomery
Planning Consultant: Jackie Barton, Principal, Birch Wood Planning, LLC