



Chapter Seven Implementation

INTRODUCTION

This chapter focuses on implementation of the management plan. The following topics are discussed:

- ✿ Planning, design and interpretation projects that are eligible for Maryland Heritage Areas Authority (MHAA) grants throughout the Certified Heritage Area (CHA).
- ✿ A description of the state's Target Investment Zone (TIZ) designation process and available incentives.
- ✿ A methodology to be employed in collecting and submitting required performance measures data.
- ✿ Management plan amendment procedures.
- ✿ Projects that are eligible for MHAA grants and loans under the MHAA TIZ provision.
- ✿ Tax credits for Certified Heritage Structures within TIZs.
- ✿ Marketing, promotional and branding strategies.
- ✿ A description of the program support from state agencies mandated by HB-1-1996.
- ✿ The proposed management structure for the CHA.

AREAWIDE PROJECTS

The State of Maryland provides certain benefits to CHAs. Some benefits extend throughout a CHA as follows:

“Projects and properties throughout the CHA are eligible for grants from the Maryland Heritage Areas Authority Financing Fund for planning, design, interpretation (including exhibits, materials, or other appropriate products to further educational and recreational objectives), marketing and programming, and to encourage revitalization and reinvestment in the CHA.”

This plan identifies the following areawide projects as eligible for matching grants under this provision:

- ✿ The creation of an interpretive plan
- ✿ The provision of interpretation training for docents
- ✿ The development and installation of a wayfinding system (both directional and interpretive) and visitor kiosks
- ✿ The development of a guided tour program
- ✿ The publication of an atlas of ATHA
- ✿ The documentation, development and interpretation of Underground Railroad sites
- ✿ The creation of a student intern program to study regional and local history
- ✿ The maintenance of an ATHA website
- ✿ The publication of an ATHA newsletter
- ✿ The creation of a welcome packet for new residents
- ✿ The publication of an ATHA guidebook
- ✿ The creation of a transit rider's guide to ATHA
- ✿ The creation of a trail development strategic plan
- ✿ The creation of an interpretive trails system consisting of the following:

- ❖ Research Trail
- ❖ African-American Trail
- ❖ New Nation Trail
- ❖ Agricultural History Trail
- ❖ Natural History Trail
- ❖ Science and Environment Trail
- ❖ Linking the Nation Trail
- ❖ Weary Traveler Trail
- ❖ Main Street Trail
- ❖ Streetcar Suburbs Trail
- ❖ Balloon to the Moon Trail
- ❖ Greenbelt Trail
- ❖ Stones and Bones Trail
- ❖ Champion Tree Trail
- ❖ War of 1812 Trail

- ❖ Industry and Labor Trail
- ❖ Education and Research Trail
- ❖ Boat Trail
- ❖ Walking tours of the following places:
 - ✂ Berwyn Heights
 - ✂ Old Town College Park
 - ✂ Cottage City
 - ✂ Hyattsville (includes National Register Historic District)
 - ✂ Laurel
 - ✂ Mount Rainier (includes National Register Historic District)
 - ✂ North Brentwood
 - ✂ Riverdale Park
 - ✂ University Park (includes National Register Historic District)
- ✂ The investigation of the feasibility of a “heritage trolley”
- ✂ The investigation of the feasibility of package tours by railroad
- ✂ The creation of a community beautification and maintenance awards program
- ✂ The development of a cultural stewardship plan

TARGET INVESTMENT ZONES

Other benefits are confined to TIZs. The state describes a TIZ as follows:

“The Target Investment Zone is a specific priority area into which you are attempting to attract significant private investment. The Management Plan must identify the Zones(s) which you wish to establish within the boundaries of the CHA. A number of the incentives available through the Maryland Heritage Preservation and Tourism Areas Program are limited to the Zone(s) to encourage demonstrable results and return on public investment within a relatively short period of time.”

Available Target Investment Zone Incentives

The state defines the incentives available in the TIZ as follows:

“The following Program incentives are limited to projects and properties located within the Target Investment Zone(s) identified in the Management Plan and approved by the Maryland Heritage Areas Authority:

“1. Grants or loans from the Fund for acquisition, development, preservation or restoration. Grants for such projects identified in the Management Plan may be made within the identified Zone(s) for a period of up to five years after the day on which the Authority approves the Management Plan. The Authority may make a grant after the five year period if the Authority determines that the project is essential for the success of the Management Plan for the CHA.

“2. Loans for economic development projects from the proceeds of revenue bonds sold by the Authority.

“3. The Heritage Preservation Tax Credit for structures not listed in the National Register of Historic Places, designated as a historic property under local law, or located in a listed historic district. The Tax Credit is available throughout Maryland for the rehabilitation of listed or designated historic structures, but it is also available within the Zone(s) for the rehabilitation of non-listed or non-designated structures as well as non-historic structures the rehabilitation of which significantly enhances the overall quality of the CHA.”

Anacostia Trails Heritage Area Target Investment Zone Designation Process

At the time that specific project applications are made to MHAA, TIZ boundaries will be drawn for the areas in the vicinity of the projects where funds are to be focused. TIZ boundary maps will be submitted with the project applications along with a County Council/County Executive joint signature letter indicating approval. (See section entitled “Amendment Procedures.”) All other required information will also be submitted at that time, to include:

- ✿ Amount requested from MHAA, source of matching funds, total project costs and a project budget.
- ✿ Summary of development activity that has occurred in the past five years and that is expected to occur in the next five to ten years.
- ✿ Marketing studies to support the feasibility of success for the project.
- ✿ A project plan, products to be generated, coordination, schedule and demonstration of grants management experience.
- ✿ Public- and private-sector projects within the subject areas.
- ✿ Public investment that is occurring in the subject areas.
- ✿ Tax credit programs that will be applicable in the subject areas.

Any additional information required to satisfy the state’s TIZ designation criteria will also be directly addressed at the time of project application. The state’s TIZ designation criteria are listed below, along with

some preliminary observations and considerations to be used in preparing the application:

- (a) "The area within the Zone(s) must have extremely high potential to leverage private investment and expenditures."

ATHA is an integral part of the Baltimore-Washington corridor. Its proximity to both cities makes it an attractive area for private investment. The presence of major transportation facilities such as I-95, the Baltimore-Washington Parkway, the Metrorail Green Line, MARC, and a large number of arterial highways enhances the area's potential for private investment. Another factor is the dwindling supply of vacant land in eastern Montgomery County that is encouraging prospective businesses to seek locations in western Prince George's County. Examples of recent and proposed private investment in the area include:

- ✿ Extensive new development has taken place in the business campuses that line US 1 between Beltsville and Laurel.
- ✿ A variety of development proposals have been proposed by the private sector at each of the four Metrorail Green Line stations in the area. For example, at the Prince George's Metro Center, a site plan has been submitted that would add the following new components to an existing office development: 62,000-square-foot cinema; 94,500-square-foot retail; 175,000-square foot hotel/office; 800,000-square-foot office towers and 800,000 square feet of high-rise residential. Nearby at the Prince George's Plaza mall, a site plan has been filed to permit a new anchor department store. Several other site plans have been approved for additional retail facilities and a MD 410 pedestrian overpass will be constructed by the Washington Metropolitan Area Transit Authority.
- ✿ There has been a long-standing proposal for an upscale regional mall and a mixed-use development astride I-95 between Beltsville and Laurel. These plans have been contingent upon the creation of access to I-95. There is a planned highway between US 1 and US 29 that includes an interchange with I-95, as well as an additional planned interchange at I-95 and Contee Road extended. Completion of either or both of these projects will permit development to proceed.
- ✿ There is a renewed interest in the US 1 corridor inside the Beltway. This is expected to lead to revitalization strategies aimed at making the area attractive to private investment.
- ✿ Redevelopment of the Laurel Lakes Shopping Center will reconstruct the entire north end of the shopping center and has already brought tenants into two existing pad restaurants in the center.
- ✿ A technology park has been approved by the City of Laurel across Contee Road from the Laurel Regional Hospital. Building permits are being sought for the first building to consist of 45,000 square feet of tech space.

- (b) "The incentives available through the Program must be capable of assisting in leveraging private investment to produce measurable preservation and economic development through tourism in the Zone(s)."

There are a large number of sightseeing, educational and recreational attractions throughout the area. In addition, there is the potential to create new attractions and to expand existing attractions. An aggressive marketing campaign can be expected to produce a measurable increase in visitors to the area that will in turn increase private sector economic activity. The incentives available under this program can assist in this effort in the following ways:

- ✿ Grants can help finance the marketing effort and the creation of interpretive materials and exhibits, as well as wayfinding materials and signs.
 - ✿ Existing support services, such as motels, can take advantage of the tax credit as an incentive to rehabilitate.
 - ✿ Loans can be used to create new attractions or expand existing attractions.
- (c) "The boundary for the Zone(s) should overlap to the optimal extent with other local, state and federal 'revitalization' designations."

The following such areas exist in ATHA:

- ✿ The entire area is a state Priority Funding Area, with the exception of the federal properties.
 - ✿ The Port Towns is a county-designated revitalization focus area and a state Smart Growth-designated neighborhood.
 - ✿ A Port Towns Enterprise Zone includes portions of Bladensburg, Colmar Manor, Cottage City, Edmonston, Riverdale Park, and Hyattsville.
 - ✿ There are four National Register Historic Districts: Mount Rainier, Hyattsville, Greenbelt and University Park.
 - ✿ The City of Laurel has maintained a locally recognized historic district since 1975, encompassing the city's Main Street commercial and residential corridor.
- (d) "Local governments and private interests must be prepared to commit resources to economic development within the Zone(s)."

As noted in (a) above, the existing and proposed commitment of private resources is considerable. With regard to governmental resources, at least the following will be committed:

- ✿ Management of the heritage tourism program in ATHA will be undertaken by the Redevelopment Authority of Prince George's

County. Management of the heritage tourism program within the City of Laurel will be coordinated in accordance with the October 10, 2001, Memorandum of Understanding between the City of Laurel, ATHA, and the Redevelopment Authority of Prince George's County.

- ✿ Stewardship of historic resources will be undertaken by M-NCPPC, the Prince George's County Historic Preservation Commission and the City of Laurel Historic District Commission, as applicable.
 - ✿ Stewardship of recreational resources will be undertaken by M-NCPPC and the City of Laurel Department of Parks and Recreation, as applicable.
 - ✿ Environmental stewardship will be undertaken by the Prince George's County government, M-NCPPC and the City of Laurel Department of Development Management, as applicable.
 - ✿ Marketing of the area will be undertaken by the Prince George's County government and the City of Laurel Office of the City Administrator, as applicable.
 - ✿ Interpretive activities will be undertaken by the Prince George's County government, M-NCPPC and the City of Laurel Office of the City Administrator, as applicable.
- (e) "The proposed boundaries should be configured to facilitate the collection of performance measurement data as required in *Program Performance Measurements*."

The following additional factors will be considered in preparing TIZ applications:

- ✿ *ATHA Tourists Will Be Highly Mobile*: The management plan is based upon a trails concept with tourists traveling between widely scattered attractions and outdoor recreational activities throughout the area rather than upon spending all day at one place. Hence, potential spin-off benefits will likely occur at a variety of locations throughout the area.
- ✿ *Scattered Existing Support Services*: Existing support services, in particular motels and restaurants, are spread throughout the area.
- ✿ *Isolated Nature of Some Attractions*: Several major attractions are located in isolated areas, including large federal holdings (NASA, Patuxent Research Refuge, Beltsville Agricultural Research Center), where it is impossible to have spin-off benefits in the vicinity of the attraction. Spin-off benefits will likely occur at unpredictable locations at some distance from the attraction.
- ✿ *Extensive Number of Tourist Entrance Points*: It is difficult to pinpoint "tourist corridors" and corresponding places where tourist services will be required for the following reasons:
 - ❖ There are many ways into ATHA (major highways, Metrorail, bus, MARC, trails).

- ❖ The area is surrounded by heavy population concentrations in every direction.
- ❖ The area is positioned to piggyback not just on the Washington, D.C., tourism market but also on the Baltimore market.
- ❖ *Many Attractions Are Seasonal:* There are many special events (concerts, festivals, “days,” sporting events) throughout the area that attract tourists but do not capture a clientele to one place for long enough to justify setting up a business at a fixed location. Spin-off benefits will again be scattered.

During the planning process, a substantial amount of work was done toward identifying TIZs. This preliminary work will be used as part of the background necessary to meet MHAA requirements for defining TIZs. These potential focus areas and the reasons that they were suggested follow:

- ❖ *Ammendale:* Ammendale, the site of a former Christian Brothers novitiate, is a major historic property situated on US 1 in Beltsville. Key structures, all of red brick, are the primary institutional building (1884-88), a chapel, and a barn (1887). Listed in the National Register of Historic Places in 1975, the main building suffered neglect through much of the late 20th century. A new roof was constructed in 1995 and the building was mothballed until an adaptive use could be found. However, in spring 1998, a fire eviscerated the interior structure and destroyed the roof system, but left the exterior walls standing. The exterior walls could be restored, and an adaptive use found for the structure. Because of its central location within ATHA this site could become a keystone of visitor reception and the focal point for a possible consolidation of ATHA and county historical and genealogical research activities and collections. Visitors could explore both the history of Ammendale and the history of ATHA through the presence of a new county heritage center.
- ❖ *College Park:* College Park developed outside the Maryland Agricultural College, founded in 1856, which later became The University of Maryland. The town provided a residential community for the college faculty and also developed as a streetcar suburb of Washington, D.C. The city has acquired the oldest building in College Park, the Old Parish House, which dates from the early 1800s and was originally part of the Calvert family’s Riversdale estate. College Park also has the world’s oldest continuously operating airport, which was the site of early aviation experiments as well as training exercises conducted by Wilbur Wright. The new Aviation Museum located at the College Park Airport interprets the history of flight and can attract visitors who have already seen the National Air and Space Museum or NASA/Goddard Space Flight Center. Interpretive sites in College Park include the Aviation Museum, Lake Artemesia, and the university’s visitor center. The proposed Muppet Museum would add another visitor attraction in close proximity to the

Aviation Museum. The Metro rapid transit line, with its College Park station, provides immediate access to all of these attractions.

- ✿ *Gateway Municipalities:* The Gateway Municipalities are Mount Rainier, Brentwood and North Brentwood. North Brentwood was begun in 1891 by the commander of one of the regiments of Colored Troops during the Civil War. Mount Rainier and Brentwood developed somewhat later because of their proximity to the streetcar line (c. 1898) and the District of Columbia. In 1924, North Brentwood became the first African-American community to be incorporated in Prince George’s County. Plans for a North Brentwood Museum are being developed, and a traveling exhibit has been shown at the State Capitol in Annapolis and at the Smithsonian’s Anacostia Museum. Through the exhibition of artifacts and the interpretive use of the landscape of North Brentwood, the museum will describe the cultural context of 19th century Maryland in which several segregated, race-based communities were established and flourished. It will create and collaborate on cultural exchanges to explore the similarities of African-American settlements in Maryland, the United States, and other nations with the expressed purpose of understanding and appreciating the cultural continuities among these communities, regions and nations. A public history program and an arts-based educational center will be a highlight, providing after-school and weekend educational experiences not only for ATHA residents but also its visitors. In addition, there is the potential to establish artist-friendly live/work space and cultural facilities in the Gateway Municipalities. Mount Rainier has a National Register Historic District.
- ✿ *Greenbelt:* At the heart of Greenbelt is the original federally-planned Greenbelt community and town center (a National Historic Landmark). The Greenbelt Museum in the town center comprises both a house museum located in one of the early residential units and exhibit space in the Community Center that was originally an Art Deco middle school. Roosevelt Center, the 1930s shopping center in the center of Greenbelt, has been restored. By virtue of its history as one of the nation’s earliest planned “green towns,” the city could afford the visitor a unique opportunity to explore issues and concerns relating to the environment, ecology, community design, and planning. Greenbelt is close to NASA, BARC and the National Wildlife Visitors Center. Greenbelt National Park is within the city limits.
- ✿ *Hyattsville:* Within a decade of the opening (1835) of the B&O Railroad, a settlement began to grow up at the intersection of the railroad with the older Washington and Baltimore Turnpike. This settlement came to be known as Hyattsville after C. C. Hyatt, one of its early landowner/builders. Incorporated in 1886, Hyattsville was at that time not only a summer retreat for Washington residents but a year-round community. Today, Hyattsville is noted for the 20-year-old annual spring house-tour in its National Register Historic District. The housing stock is most noted for its large and elaborate

Victorian-era homes. Hyattsville has been proposed to be a center for visitor support services and amenities and a place to celebrate cultural diversity through its ethnic and resident artist communities. A major expansion of Franklin's General Store and Deli is currently being undertaken in downtown Hyattsville.

✿ *Port Towns:* The Port Towns consist of Bladensburg, Colmar Manor and Cottage City. Most of Bladensburg was developed in the 1940s and 1950s, but its history stretches back to the Age of Sail when the Anacostia River had a deepwater port. The town has several significant structures dating from this period, all in excellent states of preservation and available for at least outdoor interpretation. Colmar Manor and Cottage City, along Alternate US 1, serve as one gateway to ATHA. They are early 20th-century towns with narrow streets and bungalows. Development of the Bladensburg Waterfront Park is critical to the success of the southern end of ATHA. It is potentially a large regional draw that will introduce thousands of new visitors to ATHA. The Town of Bladensburg has acquired a key site that it intends to convert to a visitor center. One of the town's significant buildings remaining from the 18th century is on an adjacent lot, the privately owned Market Master's House. The visitor center site was once the 18th century market itself and is a short walk from several other interpretive sites and the waterfront. In addition to providing an introduction to the Port Towns, ATHA and the waterfront, the center should be a key interpretive site for the Battle of Bladensburg, the War of 1812 event that will be interpreted as part of the *Star Spangled Banner* National Historic Trail, currently in the planning stages. Bladensburg has also purchased Bostwick, built by one of the town's most prominent early citizens, and subsequently occupied by the nation's first Secretary of the Navy. There is a proposal to restore the residence and outbuildings and construct a conference/retreat center outside the historic environmental setting. The residence would also be available for interpretive use. A small park in Cottage City is the site of an 18th-century grist mill, an important element in the commercial success of early Bladensburg. Reconstruction of this mill (destroyed in the 1950s) could offer a glimpse of the area's early industry. Colmar Manor is the site of the historic Dueling Grounds, located just inside Maryland from the District of Columbia, where dueling was outlawed. Perhaps the most famous duel was between Commodores Stephen Decatur and James Barron. The Port Towns lie at the southernmost end of the Anacostia Tributary Trails System. The Bladensburg Waterfront Park is expected to be a launching point for both river users (canoeists and other boaters) and trail users (bicyclists and walkers). While in the Port Towns communities, the ATHA visitor will experience living history: dramatic confrontation at the Dueling Grounds, the workings of the ancient grist mill, and the bustling activity of the Bladensburg port. From the Dueling Grounds at Colmar Manor, to the Bladensburg waterfront and historic structures, to the proposed reconstruction of a mill at Cottage City, the past could be reenacted, interpreted and reconstructed.

✿ *Riverdale Park*: Riverdale Park consists of a mix of large, turn-of-the-century homes, a few 1930s bungalows, and many small 1950s Cape Cod housing developments. A number of small triangular and circular parks make for an interesting town layout. Taylor Road, the town’s “hidden” through street, is an attractive thoroughfare paralleling the Anacostia River and set off by some of the area’s oldest Bradford pears (a street tree “invented” at the nearby Beltsville Agricultural Research Center). The traveler moving north from Edmonston to Riverdale Park is afforded a splendid southern riverside view of Riversdale, the 1801 Calvert family mansion, and the remains of its terraced lawn. Today Riversdale rules over only a vestige of the former vast estate so large that a portion two miles away formed the nucleus of the Maryland Agricultural College, which today is The University of Maryland at College Park. The ERCO building, an early airplane manufacturing plant, is on the north side of Riverdale Park not far from the College Park Aviation Museum. Visitors to Riverdale Park can experience the nation’s agricultural beginnings at Riversdale and proceed to other agriculture-related attractions in ATHA.

✿ *Laurel*: Two distinct areas contribute to the cultural and historic nature of the city—the Main Street corridor and the US 1 corridor. First, the Main Street corridor is a locally designated historic district, and an estimated 100,000 people attend the annual Main Street Festival. The B&O Railroad station at the east end of Main Street serves as both a visible presence and the anchor of the redevelopment plan for the surrounding area. The Laurel Museum, sitting at the center of the corridor, interprets the city’s history as a mill village. Historic buildings of all shapes and sizes, including many that have been renovated under the city’s historic district, line both sides of Main Street and many blocks to the south. At the west end of the corridor are located the Ivy Hill Cemetery and the Phelps Museum, home of the city’s first mayor.

The second distinct area within Laurel is the US 1 corridor. Dividing the heart of the city from north to south, US 1 is the center for commerce and lifestyle for the Greater Laurel Area. Laurel Shopping Center, Laurel Mall and Laurel Lakes Shopping Center draw thousands of shoppers and millions of dollars into the city. Hotels, restaurants and movie theaters line both side of US 1. Citizens enjoy biking, jogging and relaxing in the green spaces surrounding Laurel Lakes, at the center of this vital link between Baltimore and Washington, D.C.

Submission of Performance Measures Data

The MHAA program proposes to track eight categories of economic development and tourism activities in order to measure the results of the state’s investment in heritage tourism. The eight categories are Employment, Accommodations, Visitation, Purchases, Construction Activity, Business Creation, Interpretation and Protections. A total of 16 performance measures are suggested to be employed. The management

entity is responsible for the data collection for eight of the performance measures in five of the categories. In ATHA, the required data will be provided by the management entity as follows.

In the “Accommodations” category, the management entity is responsible for collecting data on the “length of stay.” This data must be provided for the entire Certified Heritage Area (CHA) and is pertinent to achieving the following Maryland Heritage Preservation and Tourism Areas Program (MHPTAP) goals:

- ✿ “To increase the economic activity associated with tourism, creating opportunities for small business development, job growth, and a stronger tax base.” (MHPTAP Goal #2)
- ✿ “To foster linkages among and between heritage attractions that encourage visitors to explore, linger, and sample the diverse offerings of the state’s distinctive regions.” (MHPTAP Goal #5)

To this end, the management entity will survey all hotels and motels in the CHA for length of stay. The data will be submitted to MHAA at the time of the first project/TIZ application. Surveys will be repeated on an annual cycle and reported to MHAA by month, as required.

In the “Visitation” category, the management entity is responsible for collecting data on two performance measures: “total museum visits” and “total visits other relevant anchor attractions.” With regard to “total museum visits,” data must be provided for both the entire CHA and for any TIZ in which a museum is located. The collection of such data is pertinent to achieving the following goal:

- ✿ “To enable Marylanders and visitors alike to have greater access to and understanding of the history and traditional cultures of the state and to understand the important events that took place here.” (MHPTAP Goal #4)

The existing museums in ATHA are listed elsewhere in this plan. Each of these museums will be surveyed by the management entity for the total number of visits. The data will be submitted to MHAA at the time of the first project/TIZ application. Surveys will be repeated on an annual cycle and reported to MHAA by month, as required. Several new museums are proposed for ATHA. Data for new museums will be included in the annual survey at the conclusion of the first year of operation.

With regard to “total visits other relevant anchor attractions,” data must be provided for the entire CHA and is pertinent to achieving the following goal:

- ✿ “To increase the economic activity associated with tourism, creating opportunities for small business development, job growth, and a stronger tax base.” (MHPTAP Goal #2)

The anchor attractions other than museums are listed elsewhere in this plan. Each of these attractions will be surveyed by the management entity for the total number of visits. The data will be submitted to MHAA at the time of the first project/TIZ application. Surveys will be repeated on an annual cycle and reported to MHAA by month, as required. Several new attractions are proposed for ATHA. Data for new attractions will be included in the annual survey at the conclusion of the first year of operation.

In the “Construction Activity” category, the management entity is responsible for collecting data on two performance measures: “building permits issued” and “total construction expenditure.” With regard to “building permits issued,” data must be provided for both the entire CHA and for each designated TIZ. The collection of such data is pertinent to achieving the following goals:

- ✿ “To enhance the visitor appeal and enjoyment of the state’s history, culture, natural environment, and scenic beauty by enhancing the overall ‘product’—the visitor experience.” (MHPTAP Goal #1)
- ✿ “To increase the economic activity associated with tourism, creating opportunities for small business development, job growth, and a stronger tax base.” (MHPTAP Goal #2)
- ✿ “To balance the impact of tourism activity with the quality of life enjoyed by residents.” (MHPTAP Goal #6)

Data concerning all building permits issued by Prince George’s County are retained in the county’s database. At the end of the first year of certification, and annually thereafter, information on building permits issued for the preceding year will be supplied to MHAA. The information will be supplied by month, as required.

With regard to “total construction expenditure,” data must be provided for both the entire CHA and for each designated TIZ and is pertinent to the following goal:

- ✿ “To increase the economic activity associated with tourism, creating opportunities for small business development, job growth and a stronger tax base.” (MHPTAP Goal #2)

Applicants for Prince George’s County building permits must provide estimates of the value of the construction for which the permit is issued. This information is retained in the county’s database. At the end of the first year of certification, and annually thereafter, the total estimated value of the construction for which building permits have been issued during the preceding year will be supplied to MHAA. The information will be supplied by month, as required.

In the “Interpretation” category, the management entity is responsible for reporting “new or improved exhibits” to MHAA. Data must be

provided for the entire CHA and is pertinent to achieving the following goals:

- ✿ “To enhance the visitor appeal and enjoyment of the state’s history, culture, natural environment, and scenic beauty by enhancing the overall ‘product’—the visitor experience.” (MHPTAP Goal #1)
- ✿ “To enable Marylanders and visitors alike to have greater access to and understanding of the history and traditional cultures of the state and to understand the important events that took place here.” (MHPTAP Goal #4)

To this end, the management entity proposes the following method of data collection. At the time of the first project/TIZ application, the management entity will provide MHAA with a list of all attractions that contain exhibits. Annually thereafter, the management entity will provide a report of all new or improved exhibits, by month, at these attractions, as required. Any new attractions containing exhibits will also be included in this annual report.

In the “Protection” category, the management entity is responsible for collecting data on two performance measures: “listed structures” and “protected open space acreage.” With regard to “listed structures,” data must be provided for the entire CHA and is pertinent to achieving the following goal:

- ✿ “To encourage preservation and adaptive re-use of historic buildings, conservation of natural areas important to the state’s character and environment, and the continuity and authenticity of cultural arts, heritage attractions and traditions indigenous to the region.” (MHPTAP Goal #3)

A list of all existing listed structures is provided in Chapter 5. At the conclusion of one year of certification and annually thereafter, the management entity will forward to MHAA an updated inventory of listed structures that includes any structures that have been listed during the preceding year.

With regard to “protected open space acreage,” data must be provided for the entire CHA and is pertinent to achieving the following goal:

- ✿ “To encourage preservation and adaptive re-use of historic buildings, conservation of natural areas important to the state’s character and environment, and the continuity and authenticity of cultural arts, heritage attractions and traditions indigenous to the region.” (MHPTAP Goal #3)

An inventory of existing open space in ATHA that is under the stewardship of the federal, state, county and municipal governments, including M-NCPPC, the Prince George’s County Public Schools and the Washington Suburban Sanitary Commission, is provided in Chapter 5. At the conclusion of one year of certification and annually thereafter, the

management entity will forward to MHAA an updated inventory of protected open space that includes any new open space that has come under government stewardship.

Amendment Procedures

Elements of this plan may be amended via joint action of the County Council and the County Executive through a joint signature letter. Such future amendments may include the addition of new projects to the plan or the establishment or amendment of TIZ boundaries. (See preceding section for information that must be submitted to MHAA.)

☼ Amendments shall be initiated by the Redevelopment Authority of Prince George’s County. The following information shall be included:

- ❖ A description of the proposed amendment(s).
- ❖ A map of the project boundary and/or the TIZ boundary.
- ❖ A statement that covers each of the following:
 - ☼ The direct relevance of the proposed amendment to heritage tourism or to necessary heritage tourism support services.
 - ☼ Conformance with all relevant provisions and requirements of the Maryland Heritage Preservation and Tourism Areas Act (HB-1-1996).
 - ☼ How the Maryland Heritage Areas Authority is expected to be involved in the project (grants, loans, tax credits).
 - ☼ Standards for Certified Heritage Structures, if tax credits are anticipated.
 - ☼ Responses to referrals made to public agencies.
 - ☼ Whether the proposed amendment(s) is in harmony with the remainder of the management plan for ATHA.
- ☼ A letter from any municipality indicating concurrence with the proposed amendment in those cases in which the amendment directly affects properties located within the corporate limits of said municipality.
- ☼ The action shall be by approval of a joint County Council/County Executive signature letter.
- ☼ The joint signature letter and a copy of the approved amendments shall be transmitted to MHAA.

Projects Eligible for Grants and Loans under MHAA TIZ Provision

A number of potential non-areawide heritage tourism projects are proposed under the MHAA TIZ provision. These projects are organized into three categories.

Category 1 (Immediate, 1-3 years)

The first category consists of those projects that meet the following criteria and as such are ready for immediate implementation:

- ✿ Coordination with all relevant federal, state and/or local agencies has been accomplished.
- ✿ There is at least a partial commitment of funds from some source to carry out the project.

Projects

- ✿ Completion of the Bladensburg Waterfront Park to include a wetlands boardwalk, paddle boats and canoe facility, enhanced entranceway, canoe access points, and a pedestrian bridge over the Anacostia.
 - ❖ Partners: M-NCPPC, Towns of Bladensburg, Colmar Manor and Cottage City, Anacostia Watershed Society, others.
 - ❖ Cost: \$10,080,000
 - ❖ Project financing: \$10,080,000 included in M-NCPPC FY 2002-07 CIP
- ✿ Construct North Gate Park. This project involves the development of a small park adjacent to the Paint Branch Trail, part of the Anacostia Tributary Trails System, located on the west side of US 1 north of The University of Maryland's north gate. This highly visible location is proposed to be improved for use by the adjoining commercial area, the university, and users of the trail system. Project elements include a pedestrian bridge across Paint Branch, a picnic area, and interpretive area.
 - ❖ Partners: The University of Maryland, M-NCPPC, City of College Park
 - ❖ Cost: \$150,000
 - ❖ Project financing: \$50,000 included in M-NCPPC FY 2002-07 CIP
- ✿ Develop a marketing strategy for Greenbelt's Roosevelt Center as an aid in preserving the commercial core of this historic planned community.
 - ❖ Partners: City of Greenbelt, private sector
 - ❖ Cost: Not applicable, MHAA tax credits sought. (Cost not yet determined.)
 - ❖ Project financing: Private sector
- ✿ Design and install a distinctive feature on the Dueling Grounds. The project will consist of a water feature and two life-sized sculptures depicting Commodores Barron and Decatur.

- ❖ Partners: M-NCPPC, Town of Colmar Manor
- ❖ Cost: \$150,000
- ❖ Project financing: \$100,000 included in M-NCPPC FY 2002-07 CIP
- ✿ Renovate LaSalle Hall at Ammendale for adaptive use as a day care center.
 - ❖ Partners: Private sector
 - ❖ Cost: Not applicable. (Project estimated at \$3,000,000.)
 - ❖ Project financing: Private sector

Category 2 (Short Term, 2-4 years)

The second category consists of projects that currently meet one of the above criteria and, while not ready for immediate implementation, are considered short-term projects. Several of these projects are very far along and with a little more work will become Category 1 projects. Likely partners for these projects range from municipal governments, to M-NCPPC, to the private sector and to nonprofits.

Projects

- ✿ Construct a museum in North Brentwood that will describe the cultural context of 19th-century Maryland in which several segregated, race-based communities were established and flourished.
- ✿ Convert the vacant Roy Rogers in Bladensburg into a visitor center focusing on the War of 1812.
- ✿ Enhance Riversdale and its grounds to include security fencing, reconstruction of the octagonal barn, restoration and interpretation of the dependency and restoration of the salon.
- ✿ Provide amenities to the Anacostia Tributary Trails System.
- ✿ Convert a 1930s filling station on Rhode Island Avenue into a visitor center and an interpretive site explaining the origins and evolution of US 1.
- ✿ Restore Bostwick in Bladensburg for use as a conference/retreat center.
- ✿ Continue improvements at Ammendale—Restore St. Joseph’s Chapel; renovate gymnasium building and 20th-century ancillary building; stabilize and restore exterior and improve interior of Ammendale Normal Institute Building; and restore and improve interior of brick barn for potential adaptive use as a heritage center.

Category 3 (Long Term, 3-10 years)

The third category consists of projects that currently meet neither of the above criteria and are considered long-term projects.

Projects

- ✿ Establish a Muppet Museum focused on the art of The University of Maryland alumnus Jim Henson.
- ✿ Design and constrict commercial development adjacent to the Bladensburg Waterfront Park. Its design and execution will be a challenge, because there are significant flood control issues to be considered and accommodated. The project will have to maintain a balance between Anacostia River flood control, the improvement and enhancement of existing/potential recreational opportunities, and the maximizing of the waterfront's economic potential. When completed, the Bladensburg Waterfront Park will become a major destination in ATHA.
- ✿ Improve access to the Dueling Grounds and improve infrastructure to include a gazebo, public art and landscaping.
- ✿ Build an outdoor amphitheater along the Anacostia River.
- ✿ Restore and interpret the Free Hope Baptist Church in Bladensburg.
- ✿ Construct a working replica of the Cottage City mill.
- ✿ Develop interpretive exhibits that show Hyattsville's telegraph and transportation role in the history of the nation's communications.
- ✿ Build a miniature golf course in Hyattsville based upon transportation themes.

In addition to the above, the lower US 1 corridor has been identified as a potential arts district with corresponding tourism potential. M-NCPPC is undertaking a planning study of the potential arts district as described in the following work program:

“The purpose of [‘the Gateway Arts District Planning Study’] is to assist in the development and provide coordination for the establishment of an arts district as a major tool toward the revitalization of the Route 1 Gateway Corridor Communities of Mount Rainier, Brentwood, North Brentwood and Hyattsville. This project assists these communities in achieving a shared vision for the area. The project will provide technical planning assistance and agency coordination and will be conducted in two phases.

”Phase I, to be implemented in FY 01, will identify the issues, goals, and land use implications of an arts district. This phase will also develop a financial strategy to promote implementation of an arts center emphasis along the Route 1 corridor. The study will identify any physical, policy and economic changes that have occurred since the adoption of the PA 68 master plan. It will also utilize the data resulting from the M-NCPPC Department of Parks and Recreation Needs Assessment Survey of Artists and Art Organizations to evaluate land uses that support the needs of artists and local arts organizations in the region with

the aim of promoting reinvestment and redevelopment of the Route 1 Gateway Corridor. Land use implications also will be evaluated in light of proposed improvements and developments along the corridor. Phase II of the study, to be started in FY 02, may lead to the development of a possible Arts District Overlay Zone and/or other zoning changes as appropriate for the corridor if these are implementation strategies that result from the first phase of the study."

It is anticipated that this study will suggest further tourism-related projects in ATHA. In addition, it is anticipated that some structures would be rehabilitated for tourism-related purposes. Standards for tax credit eligibility will also be included in the study. Upon completion of Phase I, identified tourism-related projects and tax credit eligibility standards will be submitted to MHAA as an amendment to the Anacostia Trails Heritage Area Management Plan.

A number of other projects that may have a relationship to heritage tourism are under consideration for the long term:

- ✿ Construct Town Center Plaza, a public plaza at the College Park City Hall.
- ✿ Revitalize the Berwyn commercial district in College Park.
- ✿ Construct a public plaza at the College Park Metrorail Station.
- ✿ Redevelop Rhode Island Avenue between 38th Street and Bunker Hill Road to include a town feature.
- ✿ Revitalize the Brentwood Town Center.
- ✿ Develop an ecological education strategy for Greenbelt.
- ✿ Improve facades and renovate buildings in Hyattsville to accommodate heritage area retail and service support establishments.
- ✿ Provide a multistory retail center in proximity to historic sites and attractions in Hyattsville.
- ✿ Reconstruct 80 acres of wetlands along the Anacostia River and restore eroded stream corridors in Bladensburg.
- ✿ Provide environmental and infrastructure enhancements within the Port Towns and surrounding industrial areas to provide for an eco-industrial park.
- ✿ Create an eco-nursery.
- ✿ Develop/enhance the retail offerings along Bladensburg Road.
- ✿ Create a Colmar Manor waterfront.
- ✿ Redesign/retrofit the Port Towns Shopping Center in Colmar Manor.
- ✿ Implement the Riverdale "West" Town Center.
- ✿ Construct a roundabout in Mount Rainier.

- ✿ Construct bioretention islands and solar-energy-powered streetlighting in the Port Towns. Redesign the Peace Cross intersection.
- ✿ Provide recreational amenities for Edmonston/Bladensburg industrial area.
- ✿ Develop an Anacostia River living classroom.
- ✿ Develop and improve Riverdale Park Town Center.
- ✿ Expand restaurant space and services in Riverdale Park.

CERTIFIED HERITAGE STRUCTURES

Properties that are eligible for the Heritage Preservation Tax Credit are termed Certified Heritage Structures (CHS). The state stipulates the following with regard to CHSs:

“The Management Plan must identify which **non-listed, non-designated**¹ structures within the Zone(s) are considered Certified Heritage Structures and thus eligible for the Heritage Preservation Tax Credit. **Non-listed, non-designated historic structures** as well as **non-historic structures** (the rehabilitation of which significantly enhances the overall quality of the CHA) are eligible for the Tax Credit if the structure has been certified by the Authority as contributing to the significance of the CHA.”

Two types of tax credits are available to CHSs. One of these is a rehabilitation tax credit that may be claimed against the state income tax. To qualify under state law, the rehabilitation must be certified by the Director of the Maryland Historical Trust and must be in conformance with the Secretary of the Interior’s rehabilitation standards. Further, the rehabilitation must be substantial; substantial is defined as exceeding \$5,000 for owner-occupied residential property or, for all other property, the greater of \$5,000 or the adjusted basis of the structure.

With regard to the description of CHSs, this plan proposes that standards such as the following be used for rehabilitation tax credit eligibility to be claimed against the state income tax:

1. Rehabilitation that provides any of the following tourist support services within ATHA are eligible for the tax credit:

¹ “Non-listed, non-designated structures are those that are either:
“a. Eligible for listing in the National Register of Historic Places
“b. Not architecturally, historically or culturally significant in and of itself, but its rehabilitation significantly enhances the overall architectural, historical or cultural quality of ATHA and the visitor experience.”

- ✂ Motels, hotels and any other lodging permitted by the Zoning Ordinance.
 - ✂ That portion of any commercial structure that will be occupied by a full-service restaurant. Fast-food, coffee shops, or counter service establishments are specifically excluded.
 - ✂ That portion of any commercial structure that will be occupied by an entertainment establishment, including movie theaters, concert facilities, and legitimate theater.
 - ✂ That portion of any commercial structure that will be occupied by an establishment renting recreational equipment such as canoes or bicycles. Includes horse rental establishments.
 - ✂ That portion of any structure used as a visitor information center.
 - ✂ Recreational vehicle parks and recreational campgrounds.
 - ✂ That portion of any commercial structure used for banquet/catering halls.
2. National Register Historic Districts are inherently showcases of an area's heritage and, as such, are places where heritage tourism should be encouraged. In order to accomplish this objective, the entirety of National Register Historic Districts should be attractive and inviting. Accordingly, within the four National Register Historic Districts of Greenbelt, Hyattsville, Mount Rainier and University Park, all noncontributing structures are eligible for the rehabilitation tax credit provided the rehabilitation work has been approved by the Prince George's County Historic Preservation Commission.
 3. Three areas that are not National Register Historic Districts have been identified that contain significant concentrations of heritage tourism attractions. These are also places which should be attractive and inviting in order to encourage visitation by heritage tourists. They are in Bladensburg (see following example), College Park (University of Maryland US 1 corridor), and Riverdale Park (Riversdale and environs). Those structures eligible for the rehabilitation tax credit will be identified by the Redevelopment Authority in a manner similar to the following example for Bladensburg:

A small area in Bladensburg contains a large number of existing and potential heritage tourism attractions. Within one-half mile along Baltimore Avenue, Annapolis Road, and 48th Street, the following such attractions are found:

- ✂ George Washington House
- ✂ Bladensburg Balloon Park
- ✂ Peace Cross Memorial

- ✂ Bladensburg Waterfront Park
- ✂ Magruder House
- ✂ Free Hope Baptist Church
- ✂ Market Master's House
- ✂ Proposed War of 1812 Visitors Center
- ✂ Bostwick

There are a number of intervening structures between these attractions. The appearance of some of these detract from the effort to successfully market the area. Rehabilitation of these structures would assist in promoting the attractiveness of the area for tourism. Accordingly, the structures along Baltimore Avenue, Annapolis Road, and 48th Street between the George Washington House and Bostwick should be eligible for the rehabilitation tax credit provided that the rehabilitation work has been approved by the Prince George's County Historic Preservation Commission. Areas with significant concentrations of heritage tourism attractions within the City of Laurel will be similarly identified by the Office of the City Administrator.

4. Upon completion of the Arts District plan, identified structures within the Arts District portions of Brentwood, North Brentwood and Hyattsville will be eligible. (See previous discussions of Arts District.) While portions of Mount Rainier will be within the Arts District, its structures are already eligible for the tax credit under number 2, above.

In all of the above cases, the nonlisted, nondesignated historic structures that are eligible for listing in the National Register will be identified.

The other tax credit pertaining to CHSs is a county and/or municipal property tax credit that HB-1-1996 enables local governments to grant. Essentially, this credit "freezes" the property tax for up to ten years at the level that would have been paid if eligible improvements had not been made. At this time, neither Prince George's County, nor any of the municipalities in ATHA have enacted this credit. The management entity will examine the potential application of this tax credit in ATHA.

Marketing, Promotional and Branding Strategies

Critical to the success of ATHA is an investment in coordinated, well-researched and effective marketing and promotion. A principal element in marketing is to set appropriate expectation levels and then to deliver as promised. Particular attention should be paid to providing enjoyable interpretation and comprehensive wayfinding. In general, marketing research over time should assure not only the effectiveness of the promotion of ATHA, but should also be used to help attractions in adjusting their programs to attract larger and new audiences. Marketing

can be carried out most effectively if each funded program or project contains its own in-depth and targeted marketing strategy. As outlined in this plan, some of the potential projects are highly localized and others are broader in scope. A prudent use of the funds available for marketing would be to initially avoid generalized shotgun efforts and concentrate on a strategy that emphasizes growth and repeat engagement on the part of tourists. The management entity will develop a detailed marketing and promotional strategy on a project/program basis with the following considerations in mind.

- ✿ Marketing is the identification of target audiences, development of an understanding of what will appeal to those audiences through research, designing promotional campaigns and tools based on that research, and monitoring the promotional campaigns for information that can shape future marketing research and promotion. The specific promotional methods vary from one audience, or market, to the next.
- ✿ A key market for ATHA is the residents of ATHA itself. Outreach to this audience is critical, not only in encouraging them to visit the area's attractions research suggests they may then steer a considerable number of local visitors to ATHA sites but also in developing sufficient awareness and understanding among residents to gain their political, financial, and volunteer support. All marketing and promotion should be flexible enough to appeal both to this audience and to more specialized audiences. Videos, brochures, maps, guides, kiosks, transit information and media stories are examples of informational and promotional materials that will interest both area residents and visitors.
- ✿ A focused marketing effort should also employ sophisticated approaches to selecting and promoting ATHA to specialized groups. In the metropolitan area, such groups to be considered for further outreach include historic preservationists and history enthusiasts; architecture and architectural history buffs; aviation fans; environmentalists; bicyclists; those interested in wildlife (including photographers, birders, and fishing enthusiasts); those interested in African-American history; professionals working in the area on a temporary basis at federal and state facilities, and both elementary and secondary school groups. It is best to attract this last group by developing programs that aid teachers in meeting specific standards of learning prescribed by the state. M-NCPPC has been highly successful in designing programs at Watkins Nature Center and Mount Rainier Nature/Recreation Center to accomplish this. For out-of-town visitors, differing marketing approaches must be considered for tour groups, families, school groups, business travelers, convention-goers, military or government employees, and existing and prospective University of Maryland students and their families (and alumni). International visitors require still different approaches; the proposed North Brentwood Museum, College Park Aviation Museum, and interpretation of the site of the Battle of Bladensburg, for example, all present topics of international interest. There may be

other sites whose story can be tailored to the interests of international visitors. It will be necessary to spend marketing dollars carefully in searching out specific target markets and developing promotions that will appeal to their tastes.

- ✿ Communication targets for consideration should include travel agents, tour planners, convention/business meeting planners, special events planners, and affinity groups such as ethnic organizations. Media targets should include travel writers and editors, specialty publications, African-American media, Hispanic media, Asian-American media, and the newsletters and websites of historic, genealogical, and ethnic organizations and other affinity groups.
- ✿ “Branding” is the marketing concept in which a name or symbol is presented to the public with the intent of making a lasting, if not indelible, impression. For professionals in the marketing field, there are a number of innovative and artful means to provide successful branding. A branding campaign for ATHA will require the involvement of multiple governments and other institutions and interest groups. It will be a challenge to create and implement a coordinated campaign. A key recommendation in this plan is to develop a brand name of “Anacostia Trails.” (“Anacostia Trails Heritage Area” in certain contexts should also be useful.) Field research found that visitors to sites in ATHA had a favorable impression of sites linked to trails. It is clear that a branding campaign must create an indelible linkage of the word “Anacostia” to the word “Trails.”

BROAD STATE PROGRAM SUPPORT

HB-1-1996 provides for broad program support to CHAs. MHAA guidelines state:

“CHA’s are also eligible for broad program support from state government. State agencies must prepare program statements for all CHA’s which detail agency actions that provide support for compatible planning, development, land use, regulation, and other activities. In carrying out activities in CHA’s, all state agencies must ensure that those activities are consistent with the Management Plan and will not have an adverse effect on the resources of the CHA unless there is no prudent and feasible alternative.”

MANAGEMENT

The heritage tourism program in ATHA will be managed by the Redevelopment Authority of Prince George’s County. Management of the heritage tourism program within the City of Laurel will be coordinated in accordance with the October 10, 2001, Memorandum of Understanding between the City of Laurel, ATHA, Inc., and the Redevelopment Authority of Prince George’s County. The Redevelopment Authority (RA) was created as a tool to restore economic vitality in communities

that are in need of revitalization. The mission of RA is to contribute to the creation of a diverse and vibrant economy and living environment using community building techniques and provide responsible development and redevelopment designed to enhance quality of life, balanced growth and job creation, and create diverse sustainable communities. RA was enabled by the enactment of an amendment to Article 28 by the General Assembly. The Prince George's County Council established RA at the local level by its enactment of CB-85-1997. RA is governed by an appointed board and administered by an executive director. RA is empowered to accept and disburse funds and to acquire, improve and dispose of property. RA has the capacity to accomplish its defined role per the statutory authority.

RA is staffed by employees of the Planning Department's Revitalization Division. The staff have expertise in the areas of community organizing, revitalization, planning design and grants writing. The Revitalization Division has won numerous major national and state awards for its work in the Port Towns area, which is included in ATHA. Some of the recommendations in this plan are derived from the Port Towns project. In addition, RA is participating in the ongoing Arts District project along the US 1 corridor (inside the Beltway), which is also located within ATHA and is intended to provide an economic spin-off for the adjacent municipalities. It includes numerous partners including the Gateway Municipalities. Further, all of the projects in which RA is involved are intended to increase economic activity, create jobs, boost small business development, and create a stronger tax base, consistent with a goal of the plan.

As the management entity, RA will coordinate programs authorized by HB-1-1996 that are funded by the state or county directly under the MHAA program. RA will work with ATHA, Inc., other government agencies, and other entities to develop an annual work program in accordance with the goals and strategies of the ATHA plan. In this participatory process, RA will work closely with ATHA, Inc., in its specialized advisory and advocacy capacity to RA. ATHA, Inc., is a local nonprofit organization whose mission is to use heritage tourism to build the local economy while preserving, developing and promoting the natural, historical and cultural resources of the heritage area. ATHA, Inc., benefits from the volunteer efforts of 30 board members of diverse interests (municipal, business, environmental, preservation, tourism, civic associations and the arts), standing committees, and through the formation of strategic partnerships. ATHA, Inc., has been granted 501c(3) charitable status by the IRS, making it eligible for donations by individuals and foundations.

The work program may require amendments to the plan to be initiated by RA. The management, operation and maintenance of appropriate public facilities is the responsibility of the following government agencies in ATHA:

1. Prince George's County Government: all public facilities except those noted in the following.

2. Municipalities of Berwyn Heights, Bladensburg, Brentwood, Cheverly, College Park, Colmar Manor, Cottage City, Edmonston, Greenbelt, Hyattsville, Mount Rainier, North Brentwood, Riverdale Park, and University Park: variety of public facilities that varies from municipality to municipality depending on the type of services provided.
3. The Maryland-National Capital Park and Planning Commission: parks and recreational facilities.
4. Washington Suburban Sanitary Commission: water and sewer treatment plants, also Rocky Gorge Reservoir and surrounding land including a public recreation area.
5. Prince George's County Public Schools: all public elementary, middle and high schools.
6. United States Department of the Interior: Greenbelt National Park and the Baltimore-Washington Parkway.
7. Washington Metropolitan Area Transit Authority: Heavy rail transit line and bus routes.
8. Maryland Department of Transportation: MARC rail service and extensive miles of freeways and arterials.

All of the above government entities operate facilities that are instrumental in implementing the heritage tourism program described in the previous chapters.

The power to adopt land use standards resides with the Prince George's County Council. The Prince George's County Planning Board of The Maryland-National Capital Park and Planning Commission recommends land use standards to the Council and advises the Council on such standards that originate elsewhere. The power to enforce land use standards resides with the County Executive and is implemented by the county's Department of Environmental Resources.

Historic preservation standards are also adopted by the Prince George's County Council. Such standards are recommended by the Prince George's County Historic Preservation Commission and/or the Prince George's County Planning Board and enforced by the Department of Environmental Resources.

RA will have the following responsibilities with regard to the heritage tourism program:

- ✿ Develop an annual heritage tourism work program based upon this plan that outlines which of the projects in the plan will be undertaken each year.
- ✿ Manage the heritage tourism work program.

- ✿ Develop and implement marketing, promotion and branding strategies for the ATHA heritage tourism program to be undertaken on a project-by-project basis.
- ✿ Consult on management plan issues with municipalities, the ATHA board and citizen organizations.
- ✿ Coordinate with the above-mentioned county, municipal, regional, state and federal agencies that own or are responsible for public facilities related to heritage tourism in carrying out the phased projects.
- ✿ Develop and implement a reporting process to the County Executive, County Council and MHAA.
- ✿ Make application to MHAA for grants and loans for qualified projects including an identification of the source of needed matching funds.
- ✿ Act as the contact for state agencies in ensuring that state activities are consistent with the management plan and will not have an adverse effect on CHA resources.

ATHA and the county will continue their partnership effort. ATHA, Inc., will serve in a special advisory and advocacy capacity to RA, working closely with the Executive Director and regularly attending and providing reports at the Board of Directors' meetings. It is anticipated that ATHA, Inc., will be consulted on such matters as the annual heritage tourism work program, developing and implementing marketing, promotion and branding strategies, reviewing and commenting on applications to MHAA for project funding, etc.

CONCLUSION

This plan is designed to stimulate public vision and enthusiasm and to encourage greater interpretation, stewardship, linkages, and economic development through heritage tourism. Upon certification by MHAA, ATHA will join the Maryland system of heritage areas that reflect the cultural themes of the state's development and provide educational, inspirational, economic, and recreational benefits for present and future generations.

