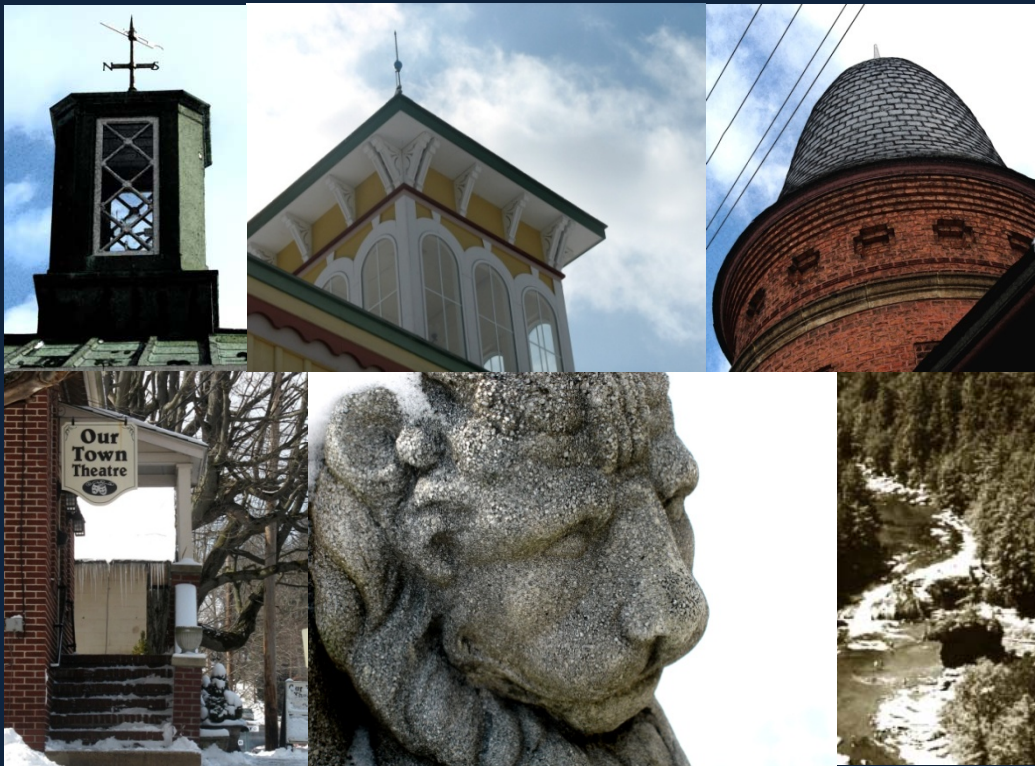


GARRETT COUNTY, MARYLAND HERITAGE AREA MANAGEMENT PLAN

JUNE 2011



Plan Prepared by:
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Garrett County Heritage Area Management Plan Steering Committee

In collaboration with:

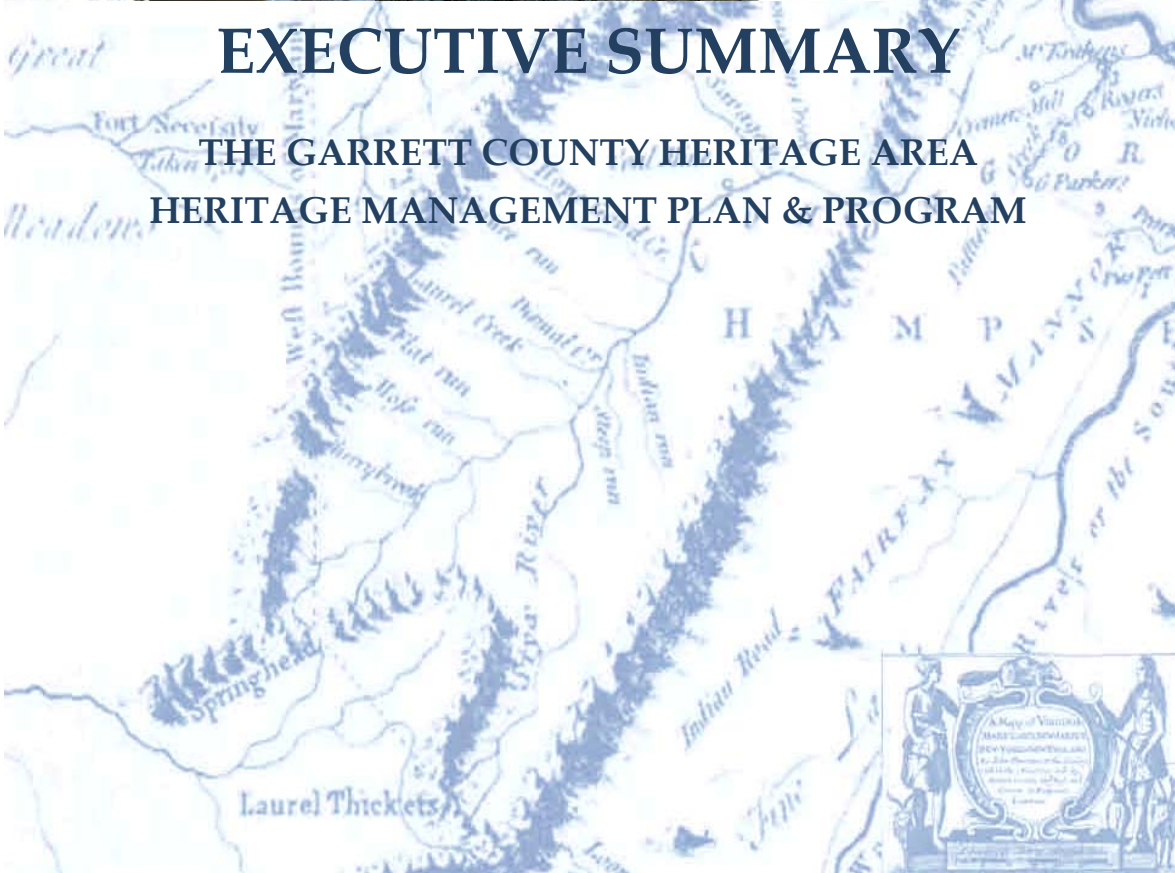
Garrett County Chamber of Commerce
Garrett County Local Government
Garrett County Municipalities
Garrett County Community Action Committee
The Maryland Heritage Areas Authority
Maryland State Government Agencies

GARRETT COUNTY HERITAGE AREA MANAGEMENT PLAN



EXECUTIVE SUMMARY

THE GARRETT COUNTY HERITAGE AREA HERITAGE MANAGEMENT PLAN & PROGRAM



EXECUTIVE SUMMARY

The *Garrett County Heritage Area Management Plan* (Heritage Plan) Executive Summary provides a brief description of the heritage efforts in Garrett County. The Executive Summary is meant to inform Garrett officials, organizations, and private citizens about the Heritage Plan and Program. The Heritage Plan is meant to complement existing plans prepared by Garrett County's local governments such as Comprehensive Plans, Land Preservation and Parks and Recreation Plans, Economic Development Plans, Master Plans, etc. The Heritage Plan shall not override the policies expressed in these local government documents, but rather coordinate efforts with such plans in regards to heritage preservation and tourism.



SOURCE: Peter Johnston & Associates

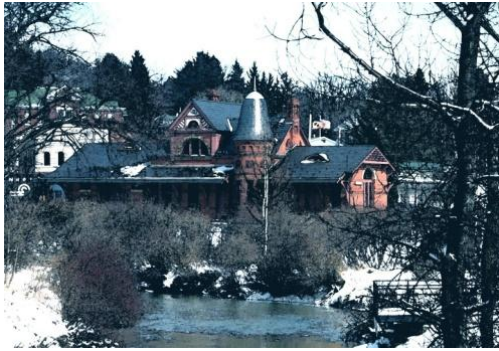
INTRODUCTION

WHAT IS A HERITAGE PRESERVATION & TOURISM PROGRAM?

The trick to heritage tourism is getting visitors excited about Garrett County's history and culture so that they will visit the area, recreate, and frequent County businesses. A good heritage program also will inform and educate residents, helping them to appreciate their wonderful heritage. A Heritage Preservation & Tourism Areas Program is a public and private partnership between interested stakeholders that:

- Builds heritage attractions in the County to enhance tourism and quality of life as well as promote sustainability;
- Creates a worthwhile initiative to increase tourism in County by using heritage attractions;
- Develops a thematic framework to "tap-into" the economic benefits of heritage preservation and tourism by linking resources to historic themes and a network of businesses, sites, structures, routes, trails, and recreation sites.

WHAT'S SO GREAT ABOUT THAT OLD BUILDING?



Historic sites and structures define the evolution of an area or region. They have economic value for their owners as well as the whole community in which they are located. Areas with preserved historic sites and structures may have higher assessed property values. Higher property values often mean more money for the local economy and can improve quality of life for residents. In addition, historic downtowns can be a huge tourism draw, directly benefiting local businesses. Noted heritage expert Donovan Rypkema

states in his seminal work, *Virginia's Economy and Historic Preservation: The Impact of Preservation on Jobs, Businesses, and the Community*, that “property values associated with historic buildings significantly outperform non-historic properties, sometimes by a substantial margin.”

WHAT ARE SOME OF THE OTHER BENEFITS OF HERITAGE PRESERVATION?

The restoration or renovation of historic structures has direct and positive impacts for local economies. Fixing up old buildings provides employment for designers, planners, architects, surveyors and engineers, carpenters, construction workers, plumbers, electricians, etc. With a preserved historic core, “all ships can rise with the tide” stabilizing property values across the spectrum.

An effective Heritage Preservation and Tourism Program means coordinated action at all levels including grassroots citizen groups, regional heritage organizations, and state and federal agencies to fully realize a heritage area’s vast potential and maximize its benefits. This is accomplished through generating heritage-related businesses and revitalizing communities. It is one thing to have a historic structure that needs repair. It is another thing if a business starts up in that old structure and successfully restores and preserves it. The Cornish Inn in Oakland is a good example of heritage preservation and tourism at work in Garrett County. The Inn is a historic structure and successful restaurant.



THE TOURISM ECONOMY IN GARRETT COUNTY

WHAT DOES HERITAGE PRESERVATION HAVE TO DO WITH TOURISM?

People travel to see historic places and they spend money when they do. Studies show that one of the primary reasons people travel is to experience local history and culture. Heritage, recreating, and natural scenic sights are listed among the top reasons for travel and tourism. Generally speaking, places

that have preserved their history enjoy a larger tourism market. Revenue and jobs from tourism assists regional and local economies. Tourism has become a top industry in this country and as noted traveler Arthur Frommer states on the *Frommer Travel Website*, “tourism doesn’t go to a community or city that’s lost its soul.” This is why heritage preservation is important because tourists come to see unique sites, structures, and places.

WHAT IS A HERITAGE TOURIST AND WHY ARE THEY IMPORTANT?

Heritage tourists are defined as "special interest travelers" within the broader tourism industry. They are people who desire a real world experience through the lens of history and culture. Capturing a heritage tourist is the lifeblood of any successful heritage program. Heritage tourism activities include visiting the following places:

- Art galleries, specialty dining, theaters, and museums;
- Historic sites and structures, communities, and landmarks; and
- Natural and scenic parks, cultural events, festivals, and fairs.

Heritage tourists are interested in historic places, traditions, art forms, celebrations, and experiences that portray our nation and its people. According to the *Travel Association of America*, Heritage tourists travel longer (5.2 nights vs. 3.4 nights), spend more money per person (\$623 vs. \$457), are more likely to be older and educated, and are more likely to use a hotel or bed and breakfast (62% vs. 55%).

ARE HERITAGE ATTRACTIONS THE KEY TO SUCCESS?

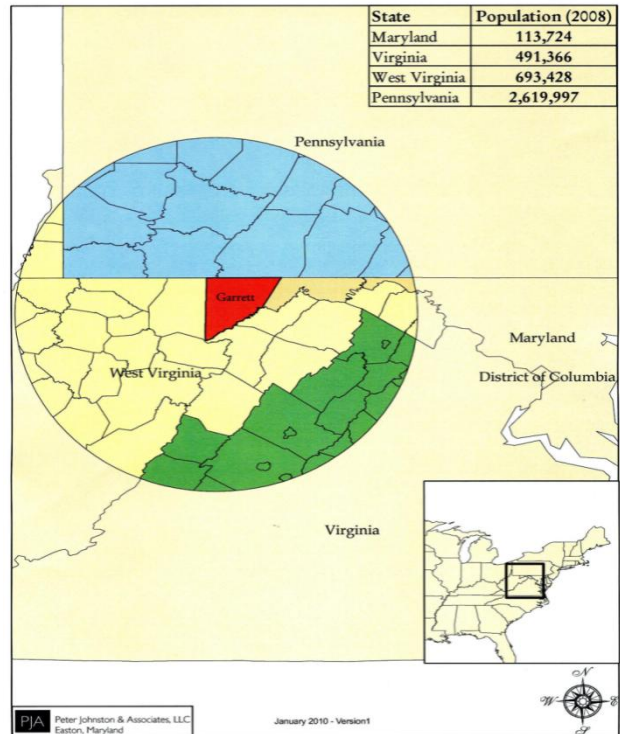
In a word, yes. Heritage attractions are the key to success in any heritage area. This means that visitors and residents must be able to explore heritage attractions. These attractions must be open to the public, have friendly well-trained staff, offer services and support, and provide useful information like the Garrett County Historical Society Museum in Oakland, Maryland.

According to the *Travel Association of America*, approximately, 118 million American adults are considered heritage tourists (56% of the U.S. population). One quarter of these travelers take three or more trips per year. Historic and cultural travel volume increased 13% from 1996 to 2002 with 192 million person trips in 1996 to 217 million person trips in 2002. Approximately, 81% of 146 million U.S. adults, who took a trip of 50 miles or more away from home in the past year, are considered cultural and heritage tourists by Travel Industry Association. In 2003, there were 24 national heritage areas designated by the United States Congress. The Travel Industry Association of America found that heritage areas are effective at leveraging additional funding and support (8.7 to 1 match in investment). The National Park Service (NPS) indicated in 2003 that private sources contributed the lion's share of resources leveraged, approximately \$262 million (26% of the total individual group leveraged funds).

WHAT ROLE DOES TOURISM PLAY IN GARRETT COUNTY

Tourism is big business in Garrett County and an important part of the local economy. Major tourism findings in Garrett County include the following:

- Tourism accounts for 1 in 5 jobs in Garrett County;
- Garrett is a significant destination for tourists in a four state market area including Maryland, Pennsylvania, Virginia, and West Virginia;
- Food and food related activities were cited as the most often purchased retail items;
- Natural scenic areas and parks and recreation sites were among the top choices for visitors to Garrett County and the Maryland Department of Natural Resources indicates that park attendance in the County has increased each year since 2001.
- Heritage attractions are currently ranked low in the 2009 visitor profile and could be improved to increase Garrett's share of the market.



MARKET AREA FOR GARRETT COUNTY

Tourism trends for visitation and spending indicate the following:

- Most tourists (92%) are repeat visitors to Garrett County;
- The average length of stay for visitors is 10 nights;
- The most often purchased item (retail) was dining out (33%) followed by local food products (26%);
- Major goods and services sought by visitors but not found were food/produce, restaurant selection, and retail;
- Average daily spending was \$148, total trip spending was \$644, and total group spending was \$2,349 (average group size 4.5 persons).

According to a West Virginia University study performed for the Garrett County Chamber of Commerce, in terms of importance of activity for tourists polled, historic sites ranked 11th out of a total of 14 categories. The top three activities were scenery, fall foliage, and State Parks and Recreation areas. Water sports and festivals ranked 4th and 5th respectively. Heritage tourism is an untapped market.

Tourism impacts in Garrett County are substantial. In terms of employment and revenue, tourism:

- Ranked second in importance for employment accounting for 2,513 jobs in the County in 2007;

- Represented 1.35% of all tourism related tax dollars in the State in terms of taxes, Garrett had a \$50 million tax impact;
- Had a wage impact in Garrett County of \$68 million (on an annual basis);
- Generated an estimated rental income of \$80 million from seasonal units, some 4,000 in 2007;
- Accounted for 40% of taxes collected for accommodations with food and beverage accounting for 23%.

The economic generation of tourism in Garrett County includes the following:

- \$32 million gross accommodations sales in 2008;
- \$18.3 million of sales tax was collected in 2008;
- \$5.8 million for sales tax collection in the months of August, September, and July, the most prominent tourism months;
- \$13.2 million of sales tax, or 72% of the total annual sales tax was collected in the 8 month period between June and December (core tourism season);

Housing values in Garrett also have increased. This is partly due to the great popularity of Deep Creek Lake. In terms of housing value, the “Deep Creek Lake Effect” indicated an average of \$86,400 for housing in 2000 and a current average value of \$163,800 in 2008. A detailed summary of Garrett County’s economy and tourism industry is provided in this Heritage Plan (see *Chapter 4: Economic & Tourism Overview*)

MARYLAND’S HERITAGE TOURISM AREAS PROGRAM

- The *Maryland Heritage Preservation and Tourism Areas Program* was created by the Maryland Legislature as “House Bill 1” in 1996.
- The Maryland Heritage Areas Authority (MHAA) is the State entity created by the legislation to oversee and administer the program.
- Heritage resources include a region’s historical, cultural, natural, archeological, architectural, recreational, natural, and scenic assets.
- The purpose of the program is to link heritage preservation with compatible economic development objectives through the creation of public and private partnerships to achieve lasting sustainability for State “Certified Heritage Areas.”



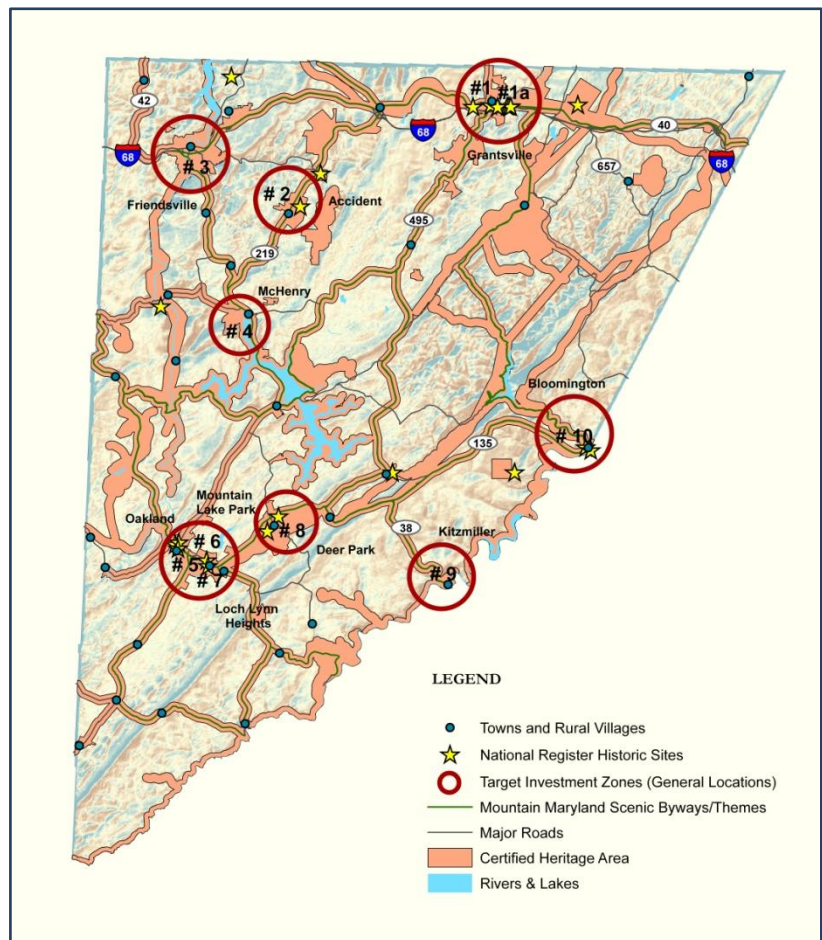
Information is provided on the State’s heritage program and initiatives in the *Background* section of the Heritage Plan. This includes recent efforts by the State to highlight Maryland as a destination for heritage tourism.

HERITAGE AREA ASSISTANCE

1. Matching grants for non-profits and local governments for Capital and Non-Capital projects within the Heritage Area (up to \$100,000);
2. Matching grants for management such as operations and public/private partnership development (up to \$100,000 annually);
3. Matching grants for marketing heritage area sites and events to visitors (up to \$50,000 annually);
4. Loans to heritage related small businesses and other organizations to create or enhance heritage tourism products and services;
5. The ability to leverage State funds for heritage related initiatives and projects with funds from other sources; and
6. Access to rehabilitation tax credits for property owners, which are available in all Certified Heritage Areas.

THE GARRETT COUNTY HERITAGE AREA

The official Garrett County Heritage Area, and its boundaries, as shown on the map below, will be formed when the MHAA officially “Certifies” the Heritage Area and local governments adopt the Heritage Plan. The Garrett County Chamber of Commerce is the Heritage Area Management Entity responsible to the MHAA for the oversight of the Heritage Area. Heritage Program benefits and assistance will be determined by the Chamber of Commerce in coordination with the MHAA and heritage partners (see the following sections of the Heritage Plan for more information: *Chapter 5: Heritage Area Management*; *Chapter 6: Heritage Area Boundaries*; and *Chapter 10: Implementation*). The following provides a brief description of the Heritage Plan, its purpose, and recommendations for future action.



GARRETT COUNTY HERITAGE AREA BOUNDARIES

WHAT IS THE GARRETT COUNTY HERITAGE PLAN?

- Describes Maryland’s Heritage Areas and Tourism Program and local heritage-related efforts.
- Describes Garrett’s Vision for the Heritage Area, including goals and objectives.
- Maps boundaries for the official Garrett County Heritage Area and its Target Investment Zones, areas where the Chamber of Commerce will focus efforts regarding public and private investment.
- Provides a summary of heritage resources in the Garrett County Heritage Area (i.e. historical, cultural, architectural, archeological, recreational, and natural and scenic resources).
- Describes growth and economic trends affecting the Heritage Area, particularly tourism in the County.
- Describes preservation (stewardship) and interpretation strategies in the Heritage Area.
- Provides guidance for developing the Heritage Area including a management structure and an implementation program.

WHAT IS THE PURPOSE OF THE GARRETT COUNTY HERITAGE PLAN?

The Garrett County Heritage Plan is a strategic blueprint for action in the Heritage Area that:

1. Seeks to build partnership consensus to enable Heritage Plan and Program implementation;
2. Prioritizes heritage resources to generate significant private investment in the Heritage Area;
3. Seeks to achieve Heritage Area sustainability through public and private partnerships.

Purpose of the Heritage Plan: Garrett County cares about its heritage resources, not only for the history they portray, but also because they have tangible social and economic benefits. The integrity of a heritage area experience in Garrett County depends on the authenticity and quality of its resources and the experience of visitors interacting with those resources. The purpose of this

Heritage Plan is to create an official Garrett County Heritage Area and a long-term heritage program to assist with enhancing preservation and developing heritage tourism infrastructure and services in the County.

Garrett County’s Vision for the Heritage Area: *Garrett County envisions a successful Heritage Area that links the public and private sectors in a strong and fruitful relationship. This relationship promotes heritage preservation, enhances tourism, and encourages economic development consistent with heritage program ideals. In the future, the heritage program will assist the County to achieve significant*

MISSION STATEMENT

To work with stakeholders, partners, and businesses to implement the Garrett County Heritage Plan by offering technical and financial assistance for heritage-related initiatives that preserve valuable heritage resources and enhance tourism in the County.

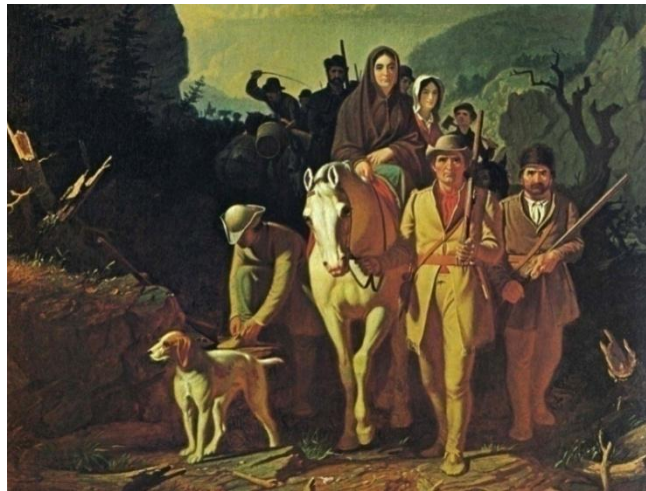
quality of life benefits for residents, seasonal residents, and visitors. Garrett County's heritage program recognizes the past, present, and future by re-establishing viable and attractive downtowns, highlighting unique heritage sites, and acknowledging the County's many resources. The Garrett County Heritage Area will be an attractive place to live, work, and recreate, whereby the successful heritage tourism program will contribute greatly to economic development and community revitalization. Garrett County will create an environment where private residents and businesses work together with government to take pride in a rich history that is appreciated by those at home, those abroad, and those that visit.

Heritage Plan Goals: The broad goals expressed in the Heritage Plan include the following:

1. Establish a management structure for the Garrett County Heritage Area.
2. Preserve, protect, and promote Garrett County's heritage resources.
3. Raise public awareness regarding Garrett County's history, culture, and resources.
4. Increase economic development related to heritage tourism in Garrett County for the benefit of Heritage Area stakeholders, partners, and friends.

INTERPRETATING THE HERITAGE AREA

Garrett County has a rich history and culture. The County's unique heritage resources reflect Maryland's pioneering spirit as western frontier lands were opened for settlement in the 18th and 19th Centuries. As the County was settled, its wealth of natural resources provided for both industry and recreation. In the 21st Century, man and nature still drive the modern economy of Garrett. Garrett County's Heritage Significance is described in detail in Chapter 1 of the Heritage Plan. The following themes illustrate the heritage significance of Garrett County:



SOURCE: Russell Bourne, 200 Years: A Bicentennial Illustrated History of the United States.

KEY HERITAGE THEME: GATEWAY TO THE WEST

The overarching theme for the Heritage Area is the County's relationship to the opening and development of America's western frontier in the late 18th and early 19th centuries. In fact Garrett County is Maryland's *Gateway to the West* and at one time, it was the country's gateway to the west. This is the primary heritage experience in Garrett County and this broad theme ties the whole Heritage Area together. Under this umbrella, several primary themes include the following:

Transportation: The “transportation” theme includes Garrett County’s Indian Trails, the National Pike/National Road and the Casselman Bridge, as well as railroads and waterways, which contributed to the cultural landscapes and settlement patterns of Maryland’s western frontier.

Man and Nature: The “man and nature” theme highlights the unique natural resources that Garrett County has acknowledged and respected. A strong agricultural heritage, the Eastern Continental Divide, which Lewis and Clark braved, as well as the early settlements along the State’s western frontier. They all testify to Garrett County’s keen understanding of nature as a partner instead of an impediment.

Historic Recreation: The “historic recreation” theme has resonance because Garrett County has a legacy as one of Maryland’s most significant recreation areas, even before the 20th century. Garrett’s natural beauty and resources inspired Native Americans, early settlers, and people from all walks of life including American presidents and the rich and powerful from nearby urban areas. They came to enjoy the cool mountain summers, and lavish resorts flourished throughout the County. Today, Deep Creek Lake is the summer home of several celebrities and draws visitors from a wide region.

Cultural Uniqueness: The “cultural uniqueness” theme considers the climate and terrain of Maryland’s western frontier, which creates a type of isolation. This has appealed to many and varied cultural groups as a core influence. For example, the Amish and Mennonite communities found in the area searched for religious freedom. The Appalachian mountain cultures also developed unique foods, styles of music, and other cultural characteristics that deserve praise.

KEY HERITAGE THEME: BRADDOCK’S ROAD AND THE FRENCH AND INDIAN WAR

As one of Garrett County’s most important historical footnotes, the French and Indian War saw the construction of British General Edward Braddock’s road through the western wilderness. It would set the stage for the future settlement of Garrett County and the lands to the west in Ohio. Settlement would begin in earnest with the construction of the “National Road” in 1806. As Hugh Cleland states in his 1955 book, *Washington in the Ohio Valley*, “Ironically enough, the only victory Braddock’s expedition was to win was not victory over the French but a victory over the forest, not a triumph of arms but a triumph of the axe and shovel...his victory was a road cut over the mountains and down to the rolling Ohio...built partly by his own bones. The road his men built and died upon became the artery of a people pouring westward to conquer finally with axe and plow, the stubborn foe that Braddock could not defeat with sword and musket.”

KEY HERITAGE THEME: THE NATIONAL ROAD AND FOUNDING OF A NATION

The Historic National Road, in Grantsville, Maryland, is an important heritage asset in the County including the 1813 *Casselman River Bridge* and the many inns and taverns along the National Road that still exist today. With the National Road came the early settlements of Accident, Grantsville, Friendsville, and Oakland. The Casselman River Bridge is a National Register of Historic Places (NRHP) site, constructed between 1813 and 1815. It was the technological wonder of its time. Much like the ancient

Roman *Appian Way*, the National Road and the Casselman River Bridge are testaments to the ingenuity of our nation's peoples.

KEY HERITAGE THEME: INDUSTRIALIZATION AND RISE OF THE RESORT

The late 19th Century was Garrett County's most important historical period. It also was a time of unprecedented growth in the County. This growth was spurred on by the railroad industry, industrialization, and the rise of resort industries in the far western corner of Maryland. Garrett County hosted many famous personages including many U.S. Presidents and historic characters:

- George Washington, John Quincy Adams, James Monroe, Andrew Jackson, James K. Polk, Abraham Lincoln, Ulysses S. Grant, Benjamin Harrison, Grover Cleveland, and Calvin Coolidge;
- Davey Crockett the great western hunter, Congressman, and hero of the Alamo;
- P.T. Barnum of the Barnum and Bailey Circus; and
- William F. Cody (Buffalo Bill); and a host of others.

In the 19th and 20th Centuries, Garrett County capitalized on the region's scenic environment and the recreational potential including the man-made Deep Creek Lake. Wise forest management has stimulated a renewed lumber industry. Coal production and transportation still has prominence. The Garrett County Heritage Area will convey the idea that living off the land has been a local legacy since the earliest known days.

KEY HERITAGE THEME: GARRETT COUNTY IN THE 21ST CENTURY

Garrett County still exhibits the wildness of Maryland's western frontier. Today, it is defined by its many historic sites and structures, cultural traditions, and natural resources. This scenic background draws many visitors to the area each year and has become a major economic engine. Unique history with many resources for residents and visitors alike to enjoy and cherish:

- 1,096 historic sites and structures listed on the Maryland Inventory of Historic Places (MIHP);
- 22 key historic sites and structures listed on the National Register of Historic Places (NRHP);
- 2 Historic Districts listed on the National Register: Oakland and Mountain Lake Park;
- Many historic churches and archeological sites;
- A wealth of year-round cultural heritage traditions;
- 82,000 acres of conservation lands; and
- 5,000 acres of lakes including Deep Creek.

Garrett County has many wonderful heritage resources. These resources are described in Chapters 3 and 7 of the Heritage Plan. Some major annual events and festivals in Garrett County include the following: the Highland Festival; Summer Glory Boat Show; Summer Quilt Show; Deep Creek Lake Art and Wine Festival; Autumn Glory Festival; and the Oakland Winterfest. Events and festivals are important not only

for interpretation and education about Garrett’s history and culture but also for heritage tourism (see *Chapter 8: Heritage Area Interpretation*).

DEVELOPING THE HERITAGE AREA

The Garrett County Chamber of Commerce will be the Garrett County Heritage Area Management Entity. Responsible for implementing the Heritage Plan and developing the County’s Heritage Program. Heritage Areas require a multi-layered approach for success. This includes actions for management, stewardship, interpretation, and potential projects.

ACTION STRATEGIES - MANAGEMENT

- Action #1: Establish the Heritage Area Entity’s Organizational Structure.
- Action #2: Prepare a Detailed Business and Management Plan.
- Action #3: Solidify and Build Effective Partnerships.
- Action #4: Prepare a Marketing Plan.
- Action #5: Prepare the Interpretive Plan.
- Action #6: Monitor Results and Adapt Program Performance.
- Action #7: Initiate Periodic Major Improvements.

ACTION STRATEGIES - STEWARDSHIP

- Action #1: Identify and Assess Important Historic Resources.
- Action #2: Protect Important Historic Resources.
- Action #3: Support Stewardship in Towns and Rural Villages.
- Action #4: Support Stewardship in Garrett County.

ACTION STRATEGIES - INTERPRETATION

- Action #1: Prepare a Detailed Interpretive Plan.
- Action #2: Develop an Authentic Interpretive Framework.

ACTION STRATEGIES - MARKETING

Action #1: Expand the Chamber of Commerce Website and Visitor Center Offerings.

Action #2: Develop the Garrett County Heritage Area Brand Image.

Action #3: Establish a Presence on Social Networking Sites.

Action #4: Create a “Friends of the Heritage Area” Group.

Action #5: Prepare a Marketing Plan Work Program.

Action #6: Develop Criteria to Monitor Performance of Attractions and Actions.

Action #7: Prepare Heritage Area Marketing Plan.

Action #8: Utilize and Expand on Current Media Relations.

Action #9: Establish Communication Links with Regional Partners.

Action #10: Develop “Open House” Events for the Heritage Area.

Action #11: Utilize Existing Events in the County to Promote the Heritage Area.

Action #12: Create Heritage Area Promotional Travel Display(s) and Materials.

Action #13: Create a Specific Heritage Area Website.

Action #14: Establish a Recognition Program for Heritage Related Attractions and Businesses.

Action #15: Develop Heritage Area Products.

ACTION STRATEGIES - PROJECTS

Action #1: Develop Adequate Policies and Procedures for Projects.

TABLE OF CONTENTS

BACKGROUND

MARYLAND HERITAGE AREAS PROGRAM	1
Requirements for a Heritage Area Management Plan	2
PRODUCING AN ACTION PLAN.....	3
The Certified Heritage Area & Target Investment Zones	3
Certified Heritage Area Boundaries	3
Target Investment Zones.....	4
Maryland Heritage Area Planning	4
Maryland Preservation Plan (2005).....	4
Maryland Heritage Preservation and Tourism Program (2010).....	4
Improving Maryland Heritage Areas	5

INTRODUCTION

GARRETT COUNTY HERITAGE PLANNING	3
2003 Garrett Heritage Plan - Goals & Objectives	2
General Heritage Goal & Objectives.....	2
Heritage Resources Awareness & Protection.....	3
Interpretation	3
Economic Development	4
Facility & Design Improvement	5
Visitor Information	5
Organizational Framework	5
Historic Districting	5
THE GARRETT COUNTY HERITAGE PLAN 2010	6
Developing the Heritage Plan.....	6
Key Partners for the Garrett County Heritage Area.....	6
The Heritage Area Management Entity	7
Forming a Steering Committee	7
The Garrett County Chamber of Commerce as the Heritage Area Management Entity	7
Public Process for the Heritage Plan.....	8
Achieving Broad Representation.....	8
FIGURE 1: HERITAGE PLANNING PROCESS	9
Purpose of the Garrett County Heritage Plan and Program	10

VISION, GOALS, & OBJECTIVES

VISION AND MISSION STATEMENT.....	1
GOALS AND OBJECTIVES	2
Management and Organization.....	2
Stewardship.....	2
Interpretation	2
Marketing and Outreach	3

CHAPTER 1: HERITAGE SIGNIFICANCE

1.1: GARRETT COUNTY’S HERITAGE SIGNIFICANCE.....	1-1
Experiencing the Garrett County Heritage Area.....	1-2
1.2: SUMMARY.....	1-3
Significant Historical Periods in Garrett County	1-3
1.3: NATIVE AMERICAN PRESENCE.....	1-4
1.4: COLONIAL EXPLORATION AND SETTLEMENT.....	1-4
Nemacolin’s Path to Braddock’s Road	1-4
The French and Indian War	1-5
Braddock’s Road	1-5
The Significance of Braddock’s Road	1-6
FIGURE 1-1: BRADDOCK’S ROAD AND EARLY GARRETT COUNTY SETTLEMENTS.....	1-7
1.5: BUILDING A NATION.....	1-10
Early Settlement and the War for American Independence	1-8
European Settlement of Garrett County	1-8
Taming a Fertile Land	1-9
Garrett County in the Revolutionary War	1-9
1.6: CONSTRUCTING THE NATIONAL ROAD.....	1-10
Building the National Road	1-10
The Significance of the National Road	1-10
FIGURE 1-2: THE NATIONAL ROAD	1-11
1.7: REBUILDING AMERICA.....	1-12
The Formation of Garrett County	1-12
Garrett County in the American Civil War.....	1-12
Garrett County Formed from Portions of Allegany County	1-13
The Town of Oakland as a Railroad Boom Town.....	1-13

1.8: THE RISE OF THE RESORT TOWN.....	1-14
The Significance of Garrett County’s Recreation and Resort Industry	1-14
Deer Park	1-14
Mountain Lake Park.....	1-15
Loch Lynn Heights.....	1-16
1.9: THE MODERN ERA	1-16
Resource Based Industries	1-16
Kitzmilller and Rural Villages	1-17
Garrett County Where East Meets West	1-16
Garrett’s Natural and Scenic Wonders.....	1-17
Deep Creek Lake	1-19
Tourism in Garrett County.....	1-19
The Modern Highway and Road System	1-20
Driving for Leisure	1-20
The Significance of Garrett County in the 20th Century	1-21
1.10: GARRETT COUNTY IN THE 21 ST CENTURY	1-21
Rebirth of the Tourism Industry	1-21
Deep Creek Lake	1-21
The National Road	1-21
Tourist Entertainment	1-22

CHAPTER 2: HERITAGE RESOURCES

2.1: SUMMARY.....	2-1
2.2: TRANSPORTATION RESOURCES.....	2-1
Primary and Secondary Highways and Roads	2-2
Garrett County Scenic Byways.....	2-2
MAP 2-1: TRANSPORTATION NETWORK – LINKAGES & NODES.....	2-3
The Historic National Road.....	2-4
Other Scenic Byways	2-4
MAP 2-2: MOUNTAIN MARYLAND SCENIC BYWAY	2-5
Water-Trails, Greenways, Trails, & Bikeways.....	2-6
Water-Trails.....	2-6
Greenways and Trails	2-6
Table 2-1: Garrett County Greenway & Trail Systems	2-7
Bikeways.....	2-7
MAP 2-3: WATER-TRAILS, GREENWAYS, TRAILS, & BIKEWAYS.....	2-8

2.3: HISTORIC RESOURCES	2-9
National Register of Historic Places (NRHP).....	2-9
Table 2-2: National Register of Historic Places (NRHP) Garrett County.....	2-10
Maryland Inventory of Historic Places (MIHP)	2-10
MAP 2-4: HISTORIC RESOURCES	2-11
Towns and Rural Villages	2-12
Garrett County Towns	2-12
Garrett County Rural Villages	2-12
Table 2-3: List of Garrett County Rural Villages	2-12
Garrett County Historic Districts	2-12
Oakland Historic District.....	2-13
Mountain Lake Park Historic District.....	2-13
Historic Churches and Religious Institutions.....	2-13
Archeological Sites.....	2-13
MAP 2-5: HISTORIC CHURCHES & ARCHEOLOGICAL SITES.....	2-14
2.4: CULTURAL RESOURCES.....	2-15
Interpretive Centers.....	2-15
Garrett County Historical Museum	2-15
Oakland Baltimore and Ohio Railroad Station	2-15
Spruce Forest Artisan Village.....	2-16
James Drane House	2-16
MAP 2-6: EDUCATION & INTERPRETIVE RESOURCES.....	2-17
Friend Family Association Heritage Museum and Library.....	2-18
Western Maryland Oral History and Coal Mining Museum	2-18
Kitzmiller Coal Mining Museum	2-18
Deep Creek Lake Discover Center	2-18
Garrett County Chamber of Commerce Visitor’s Center	2-19
Garrett County Arts Council	2-19
Federal and State Forests and Parks.....	2-19
2.5: NATURAL AND RECREATIONAL RESOURCES	2-20
Natural Resources.....	2-20
Water Resources	2-20
MAP 2-7: WATER RESOURCES	2-21
Table 2-4: Natural Resource Inventory - Rivers.....	2-22
Table 2-5: Natural Resource Inventory - Lakes	2-22
Mountains, Valleys, and Scenic Overlooks.....	2-22
MAP 2-8: MOUNTAINS, VALLEYS, & SCENIC OVERLOOKS	2-23
Recreational Resources.....	2-24
Parks and Recreation Areas.....	2-24
Table 2-6: Federal and State Parks and Recreation Areas	2-24
Federal Recreation Land.....	2-24
MAP 2-9: PARKS & RECREATION AREAS	2-25

State Parks and Recreation Areas	2-26
Local Public and Private Parks	2-26
Unique Scenic Resources.....	2-26
Youghiogheny River	2-26
Mountainous Areas	2-26
Deep Creek Lake	2-26
MAP 2-10: NATURAL SCENIC WONDERS.....	2-27
Swallow Falls State Park	2-27
Mt. Nebo Wildlife Management Area	2-27
Cranesville Sub-Arctic Swamp	2-27
Muddy Creek Falls	2-27
Natural Resource Management	2-28
Forest Resources	2-28
Table 2-7: Federal and State Forest Lands and Management Areas	2-29
Appalachian Forest National Heritage Area	2-29
MAP 2-11: FOREST RESOURCES & SENSITIVE AREAS.....	2-30
Green Infrastructure.....	2-31
Table 2-8: Green Infrastructure – Garrett County	2-31
Sensitive Areas & Species.....	2-31
Table 2-9: Sensitive Areas – Garrett County	2-31
Agricultural Resources and Protected Lands.....	2-31
MAP 2-12: AGRICULTURAL AREAS & PROTECTED LANDS.....	2-32

CHAPTER 3: DEVELOPMENT & LAND USE

3.1: SUMMARY	3-1
3.2: DEMOGRAPHIC SUMMARY	3-2
Population Growth	3-2
Population and Dwelling Unit Projections 2000 to 2030	3-2
Municipal Growth.....	3-2
Table 3-1: Population by Town – Garrett County (2008)	3-2
Table 3-2: Population of Town and Garrett County (2000, 2005, 2030).....	3-3
Household Income	3-3
Table 3-3: Households by Household Income – Garrett County (2009)	3-3
Education.....	3-4
Race and Ethnicity	3-4
Age.....	3-4
Housing.....	3-5
Table 3-4: Housing Characteristics – Garrett County (2000 and 2009).....	3-5
Occupation of Residents	3-6
Table 3-5: Civilian Employed Population (Age 16+) by Occupation (2009).....	3-6

3.2: DEVELOPMENT AND LAND USE SUMMARY	3-6
Garrett County Growth Management Patterns	3-6
Future Land Use	3-7
Table 3-6: Proposed Land Uses (2008)	3-7
2008 Garrett County Comprehensive Plan.....	3-7
Growth Management for Resource Areas	3-8
Growth Management for Ridgeline Development.....	3-8
Growth Management for Scenic Byways	3-9
Growth Management for Deep Creek Lake	3-9
3.3: MUNICIPAL LAND USE AND MANAGEMENT.....	3-10
Municipal Planning and Heritage-Related Initiatives	3-10
Town of Accident.....	3-11
Town of Deer Park.....	3-12
Town of Friendsville	3-13
Town of Grantsville	3-14
Town of Kitzmiller.....	3-15
Town of Loch Lynn Heights.....	3-15
Town of Mountain Lake Park	3-15
Town of Oakland	3-15

CHAPTER 4: ECONOMIC & TOURISM OVERVIEW

4.1: SUMMARY.....	4-1
4.2: ECONOMIC SUMMARY	4-1
Economy.....	4-2
Employment.....	4-2
Table 4-1: Employment by Place of Work (Change from 2001 to 2007).....	4-2
Table 4-2: Major Employers 2008	4-3
Industrial Land Development	4-3
Commercial Development Projects	4-4
Table 9-10: Projected Employment and Commercial Activity 2030.....	4-4
Major Economic Sectors.....	4-4
Agriculture.....	4-5
Forestry.....	4-5
Mining.....	4-5
Real Estate.....	4-5
Tourism.....	4-5
4.3: TOURISM SUMMARY.....	4-6
Visitation.....	4-6
Welcome Centers	4-6

Table 4-4: Visitors at Maryland Welcome Centers 2005 - 2009.....	4-6
Table 4-5: Sideling Hill Welcome Center – Kiosk Statistics.....	4-7
State Parks and Recreation Area	4-7
Table 4-6: Visitation at DNR Parks by Use 1998 - 2009.....	4-8
Table 4-7: Visitation at DNR Parks by Park/Fiscal Year 2002 - 2009	4-8
Greenways and Trails.....	4-8
Regional Economic Impacts from Trails and Trail Connections	4-9
Trail User Demographics and Habits	4-10
Trail Development	4-10
Attractions.....	4-11
Table 4-8: Attractions in Garrett County Featured on MD Welcome Website	4-12
Events.....	4-13
Table 4-9: Annual Events by Season.....	4-13
Accommodations	4-14
Table 4-10: Accommodations.....	4-14
Table 4-11: Gross Accommodations Sales 2002 - 2008	4-15
Seasons.....	4-15
Table 4-12: Sales Tax Collected by Month 2008	4-15
Markets.....	4-15
Table 4-13: Competitive Destinations	4-16
Table 4-14: Most Popular Activities	4-16
Table 4-15: Perceived Importance of Attractions	4-17
Economic Impacts	4-18
Table 4-16: Economic Impact of Tourism in MD by County 2007.....	4-18
Table 4-17: Impact of Seasonal Housing on MD Counties 2007	4-19
Impacts on Sales.....	4-19
Table 4-18: Tourism Share of Taxes Collected by Category of Sales 2002 - 2008.....	4-19
4.4: ECONOMIC AND TOURISM ORGANIZATIONS	4-20
Garrett County Economic Development	4-20
Current Activity.....	4-21
Food, Agriculture, and Tourism	4-21
Business Opportunities and Projected Ideas Associated with Tourism	4-22
Garrett County Community Action Committee.....	4-22
Tri-County Council	4-23
Appalachian Regional Council	4-24
Tourism Organizations	4-25
Garrett County, Maryland	4-25
Table 9-26: Destination Marketing Organizations – Western MD Region	4-25
Allegany County, Maryland	4-26
Somerset County, Pennsylvania	4-26
Bedford County, Pennsylvania	4-26
West Virginia	4-27

4.5: ECONOMIC AND TOURISM OBSERVATIONS.....	4-28
Socio-Economic Observations	4-28
Population.....	4-28
Housing.....	4-29
Income.....	4-29
Employment and Industry Sectors	4-30
Tourism Observations	4-31
Visitation.....	4-31
Attractions and Events	4-31
Tourism.....	4-32
Economic Development and Tourism Summary	4-33

CHAPTER 5: HERITAGE AREA MANAGEMENT

5.1: HERITAGE AREA MANAGEMENT ENTITY.....	5-1
Heritage Plan Implementation	5-2
Heritage Plan Vision	5-2
Key Partnerships and Responsibilities	5-2
Creating and Effective Heritage Area.....	5-3
5.2: HERITAGE AREA MANAGEMENT FRAMEWORK.....	5-3
Ensuring and Management Platform.....	5-4
Capacity Building in the Heritage Area	5-4
Monitoring the Success of the Heritage Program	5-4
5.3: HERITAGE AREA STAFFING	5-6
Heritage Area Staffing Assumptions	5-6
Table 5-1: Garrett County Heritage Area – Cost Analysis for Staffing (Years 1 through 5).....	5-6
Heritage Staff Job Descriptions	5-7
Heritage Program Manager.....	5-7
Program/Project Coordinator	5-7
Marketing Specialist	5-8
Advertising Specialist.....	5-8
Administrative Aide	5-8
Contract Labor	5-9
5.4: HERITAGE AREA ORGANIZATION	5-9
Form a Garrett County Heritage Area Sub-Committee.....	5-9
Assign Key Roles and Responsibilities	5-9
Develop Heritage Area Support Groups.....	5-10
Executive Group	5-10
FIGURE 5-1: SUPPORT GROUP ROLES AND RESPONSIBILITIES	5-11
Finance Group	5-12

Heritage Planning and Programming Group	5-13
Marketing and Outreach Group	5-15

CHAPTER 6: HERITAGE AREA BOUNDARIES

6.1: SUMMARY.....	6-1
6.2: THE CERTIFIED HERITAGE AREA BOUNDARY	6-1
Heritage Area Boundary Description	6-2
Linkages.....	6-2
MAP 6-1: CERTIFIED HERITAGE AREA BOUNDARY & TARGET INVESTMENT ZONES	6-3
Coverage.....	6-4
Heritage Resources.....	6-4
Criteria for Determining Priority Resources in the Certified Heritage Area Boundary.....	6-5
Determining Priority Heritage Resources.....	6-5
6.3: GARRETT COUNTY TARGET INVESTMENT ZONES	6-6
Target Investment Zones for Garrett County	6-6
Description of Target Investment Zones	6-6
Target Investment Zones in the Heritage Area	6-6
TIZ #1: Grantsville	6-7
Grantsville TIZ – Prominent Resource Descriptions	6-7
Other Resources near Grantsville.....	6-10
MAP 1: GRANTSVILLE TARGET INVESTMENT ZONE (TOWN)	6-11
MAP 1A: GRANTSVILLE TARGET INVESTMENT ZONE (TOWN)	6-12
TIZ #2: Accident	6-13
Accident TIZ – Prominent Resource Descriptions	6-13
Other Resources near Accident.....	6-13
MAP 2: ACCIDENT TARGET INVESTMENT ZONE (TOWN).....	6-14
TIZ #3: Friendsville.....	6-15
Friendsville TIZ – Prominent Resource Descriptions	6-15
Other Resources near Friendsville	6-15
MAP 3: FRIENDSVILLE TARGET INVESTMENT ZONE (TOWN)	6-16
TIZ #4: McHenry	6-17
McHenry TIZ – Prominent Resource Descriptions.....	6-17
MAP 4: MCHENRY TARGET INVESTMENT ZONE (COUNTY).....	6-18
TIZ #5: Oakland.....	6-19
Oakland TIZ – Prominent Resource Descriptions	6-19
MAP 5: OAKLAND TARGET INVESTMENT ZONE (TOWN)	6-21
TIZ #6: Mountain Lake Park	6-22
Mountain Lake Park TIZ – Prominent Resource Descriptions	6-22
MAP 6: MOUNTAIN LAKE PARK TARGET INVESTMENT ZONE (TOWN)	6-23

TIZ #7: Loch Lynn Heights	6-24
Loch Lynn Heights TIZ – Prominent Resource Descriptions	6-24
MAP 7: LOCH LYNN HEIGHTS TARGET INVESTMENT ZONE (TOWN)	6-25
TIZ #8: Deer Park	6-26
Deer Park TIZ – Prominent Resource Descriptions.....	6-26
Other Resources near Deer Park.....	6-27
MAP 8: DEER PARK TARGET INVESTMENT ZONE (TOWN)	6-28
TIZ #9: Kitzmiller	6-29
Kitzmiller TIZ – Prominent Resource Descriptions	6-29
MAP 9: KITZMILLER TARGET INVESTMENT ZONE (TOWN)	6-30
TIZ #10: Bloomington	6-31
Bloomington TIZ – Prominent Resource Descriptions.....	6-31
MAP 10: BLOOMINGTON TARGET INVESTMENT ZONE (TOWN)	6-32
6.4: TARGET INVESTMENT ZONES – PROJECT LIST.....	6-33
Table 6-1: Potential Projects for Target Investment Zones – Garrett County Heritage Area	6-33
6.5: AMENDMENTS TO HERITAGE AREA BOUNDARIES.....	6-36
Guidelines for Amending the Certified Heritage Area Boundary	6-36
Steps for Amending the CHA Boundary	6-36
Steps for Amending Target Investment Zones.....	6-37
CHAPTER 7: HERITAGE AREA STEWARDSHIP	
7.1: SUMMARY.....	7-1
7.2: LAND PRESERVATION AND CONSERVATION.....	7-1
Protected Lands	7-2
Category 1 - Protected Lands	7-2
Category 2 - Protected Lands	7-2
Agricultural Preservation (Category 1).....	7-2
Important Natural Areas (Category 1).....	7-3
Semi-Public and Private Preservation Areas (Category 1)	7-4
Rural Legacy Program (Categories 1 and 2)	7-5
Youghiogheny Wild and Scenic River Corridor (Categories 1 and 2).....	7-5
Maryland Green Infrastructure (Category 2)	7-5
7.3: STEWARDSHIP STRATEGIES	7-5
Land Preservation and Conservation	7-5
Land Preservation and Parks and Recreation Plan.....	7-6
Land Use and Growth Management	7-6
Garrett County.....	7-6
Garrett County Towns	7-7

7.4: HERITAGE MANAGEMENT AND STEWARDSHIP	7-8
Resource Conservation and Preservation in Garrett County	7-8
Public and Private Partners	7-8
Coordinating with Government	7-8
Coordinating with Municipalities	7-8
Natural Areas, Scenic Byways, and Trails	7-10
Key Stewardship Strategies for Heritage Area Management	7-11
Historic Sites and Structures	7-10

CHAPTER 8: HERITAGE AREA INTERPRETATION

8.1: SUMMARY.....	8-1
8.2: INTERPRETIVE FRAMEWORK.....	8-1
Building a Thematic Structure for the Heritage Area	8-2
Gateway to the West.....	8-2
MAP 8-1: PRIMARY AND SECONDARY HERITAGE THEMES	8-4
Sub-Theme 1 - Braddock’s Trail and Building the National Road.....	8-5
Sub-Theme 2 - Early Settlement by Western Pioneers	8-5
Sub-Theme 3 - Garrett County’s Great Parks and Rivers	8-5
Sub-Theme 4 - The Youghiogheny Where East Meets West.....	8-5
Sub-Theme 5 - Historic Mountain Recreation	8-6
Sub-Theme 6 - Scenic Natural Wonders.....	8-6
Sub-Theme 7 - Resource Industries.....	8-6
Sub-Theme 8 - Deep Creek Lake.....	8-7
Sub-Theme 9 - A Legacy of Agriculture	8-7
Important Interpretive Elements within the Thematic Framework.....	8-7
Partnering with Interpretive Venue	8-7
Promoting Interpretive Education.....	8-8
Highlighting Key Resources	8-8
Linking to Regional Resources	8-8
MAP 8-2: SIGNIFICANT HERITAGE SUB-THEMES	8-9
Key Heritage Area Facilities and Services.....	8-10
FIGURE 8-1: INTERPRETIVE FRAMEWORK FLOWCHART	8-10
Table 8-1: Interpretive Facilities and Services.....	8-11
MAP 8-3: KEY HERITAGE TOURISM SUPPORT FACILITIES AND SERVICES	8-12
8.3: INTERPRETIVE WAYFINDING SYSTEM.....	8-13
Key Interpretive Events and Festivals	8-13
Heritage Events and Festivals.....	8-13
Table 8-2: Interpretive Events and Festivals	8-13
MAP 8-3: KEY HERITAGE INTERPRETIVE TOURISM EVENTS AND FESTIVALS	8-14
Interpretive Linkages for Wayfinding on Trails	8-15

Proposed Trail Systems and Connections	8-15
Partner with Trail Organizations	8-15
Wayfinding and Heritage Preservation	8-16
Linking to Regional Resources	8-16
Link Trails to Historic Towns	8-16
8.4: HERITAGE MANAGEMENT AND INTERPRETATION	8-17
Strategies for Interpretive Facilities and Services	8-17
General Interpretation Strategies	8-17
Strategies for the Interpretive Framework	8-18
Specific Interpretation Strategies	8-17
CHAPTER 9: HERITAGE AREA MARKETING	
9.1: SUMMARY	9-1
Heritage Tourists and Why They Are Important	9-1
Heritage Preservation and Tourism	9-2
Heritage Attractions Are the Key to Success	9-2
A Successful Heritage Program Combines Preservation and Tourism	9-3
9.2: ECONOMIC AND TOURISM HIGHLIGHTS	9-3
Economic Highlights	9-3
Tourism Highlights	9-3
Key Tourism Findings	9-4
9.3: TOURISM MARKET ANALYSIS	9-5
Potential Market Area	9-5
Key Elements of Retail Demand	9-5
Goods and Services Demand	9-6
Table 9-1: Traffic Counts – Garrett County 1997, 2000, 2007	9-6
Retail Opportunity Gaps	9-7
Retail Opportunity Gaps Overview	9-7
Table 9-2: Retail Opportunity Gap by Town – Garrett County 2008 (Dollars)	9-7
Table 9-3: Retail Opportunity Gap by Sector – Garrett County 2008 (Dollars)	9-8
Table 9-4: Types of Food Establishments with Strong Potential – Garrett 2008	9-9
Table 9-5: Types of General Retail Establishments with Strong Potential – Garrett 2009	9-9
Economic Development for Heritage Tourism	9-10
Market Analysis Findings	9-11
9.4: MARKETING STRATEGIES	9-12
Economic Development Strategies Related to Heritage Planning	9-12
Marketing Strategies for the Heritage Area	9-13
Focus Planning Efforts on the Visitor Experience	9-14

Consider Hospitality Training for the Public and Private Sectors.....	9-14
Develop Effective Public Relations Programs.....	9-14
Develop Effective Marketing Materials and Products.....	9-15
Develop Graphic Materials that Resonate with Visitors	9-15
Mount Effective Marketing Campaigns.....	9-15
Preserve Garrett’s Sense of Place	9-16
Reach Out of the Internet	9-16
Use Effective Advertising and Cross Marketing	9-17

CHAPTER 10: IMPEMETATION

10.1: MANAGEMENT ACTIONS.....	10-1
Action #1: Establish the Heritage Area Entity’s Organizational Structure	10-2
1.1: Acquire Certification of the Heritage Area	10-2
1.2: Formalize Organizational Recommendations	10-2
1.3: Initialize the Heritage Sub-Committee	10-2
Action #2: Prepare a Detailed Business and Management Plan	10-3
2.1: Prepare Detailed Business and Management Plan	10-3
2.2: Prepare Year 1 Work Program	10-3
Action #3: Solidify and Build Effective Partnerships.....	10-3
3.1: Plan Garrett County as a Heritage Destination	10-3
3.2: Ensure Broad Partnership Representation.....	10-4
3.3: Ensure Continual Communication and Outreach.....	10-5
Action #4: Prepare the Marketing Plan.....	10-5
4.1: Prepare the Marketing Plan with the MHAA	10-5
Action #5: Prepare the Interpretive Plan	10-5
5.1: Develop Interpretive Plan with Key Stakeholders.....	10-5
Action #6: Monitor Results and Adapt Program Performance.....	10-6
6.1: Develop Ways to Monitor the Heritage Program	10-6
Action #7: Initiate Periodic Major Improvements	10-7
7.1: Ensure Major Reviews of the Heritage Program	10-7
Table 10-1: Management – Five Year Work Plan and Schedule	10-7
10.2: STEWARDSHIP ACTIONS.....	10-8
Action #1: Identify and Assess Important Historic Resources.....	10-8
1.1: Identify, Evaluate, and Assess Historic Resources.....	10-8
1.2: Ensure an Accessible Inventory	10-9
1.3: Raise Public Awareness for Historic Resources	10-9
Action #2: Protect Important Historic Resources	10-10
2.1: Preserve Important Historic Sites and Structures	10-10
2.2: Use Incentives to Enhance Preservation and Protection Efforts	10-10
Action #3: Support Stewardship in Towns and Rural Villages.....	10-11
3.1: Assist Historic Preservation Efforts in Rural Villages and Municipalities	10-11

3.2: Assist with the Development of Historic Preservation Plans, Policies, and Regulations	10-12
3.3: Consider Innovative Ways for Preserving Historic Sites and Structures in Towns.....	10-12
Action #4: Support Stewardship in Garrett County	10-14
4.1: Support Garrett County Plans, Programs, and Regulations	10-14
4.2: Support Protected Public Lands	10-14
4.3: Assist in Preserving the Appeal of Scenic Byways	10-14
4.4: Support Greenway and Trail Development.....	10-15
Table 10-2: Stewardship – Five Year Work Plan and Schedule	10-16
10.3: INTERPRETIVE ACTIONS	10-16
Action #1: Prepare a Detailed Interpretive Plan	10-17
1.1 Partner and Support Key Interpretive Facilities	10-17
1.2 Develop an Interpretive Plan with Stakeholders and Partners	10-18
Action #2: Develop an Authentic Interpretive Framework.....	10-18
2.1: Develop Heritage Products that Support the Interpretive Framework	10-18
2.2 Develop a Heritage Area Network System for Promotion and Communication.....	10-18
2.3: Raise Public Awareness and Promote the Heritage Area through Interpretation.....	10-19
Table 10-3: Interpretation – Five Year Work Plan and Schedule	10-19
10.4: MARKETING AND OUTREACH ACTIONS.....	10-20
Action #1: Expand the Chamber of Commerce Website and Visitor Center Offerings.....	10-20
1.1: Update Information Outlets to Include the Heritage Area and Program	10-20
Action #2: Develop the Garrett County Heritage Area Brand Image.....	10-21
2.1: Develop an Official Heritage Area Brand and Slogan	10-21
Action #3: Establish a Presence of Social Networking Sites.....	10-21
3.1: Use Social Networking.....	10-21
Action #4: Create a “Friends of the Heritage Area” Group	10-22
4.1: Create New Partnerships in the Semi-Public and Private Sectors for the Heritage Area	10-22
Action #5: Prepare a Marketing Plan Work Program	10-22
5.1: Prepare a Marketing Work Program	10-22
Action #6: Develop Criteria to Monitor Performance of Attractions and Actions	10-23
6.1: Monitor Performance for Marketing Strategies	10-23
Action #7: Prepare Heritage Area Marketing Plan	10-23
7.1: Prepare the Heritage Area Marketing Plan	10-23
Action #8: Utilize and Expand on Current Media Relations	10-24
8.1: Effectively Use Existing Media and Expand Media Relations	10-24
Action #9: Establish Communications with Regional Partners	10-25
9.1: Create a Communications Network with Regional Partners.....	10-25
Action #10: Develop “Open House” Events for the Heritage Area.....	10-26
10.1: Develop Regular Open House Events.....	10-26
Action #11: Utilize Existing Events in the County to Promote the Heritage Area	10-26
11.1: Promote the Heritage Area through Events and Festivals.....	10-26
Action #12: Create Heritage Area Promotional Display(s) and Materials	10-26
12.1: Develop Professional Travel Displays and Promotional Materials.....	10-26

Action #13: Create a Specific Heritage Area Website 10-27
 13.1: Create a Specific Website for the Heritage Area.....10-27

Action #14: Establish a Recognition Program for Heritage-Related Attractions/Businesses 10-27
 14.1: Establish a Recognition Program for the Heritage Area.....10-27

Action #15: Develop Heritage Area Products 10-27
 15.1: Develop Heritage Area Products10-27
 Table 10-4: Marketing – Five Year Work Plan and Schedule.....10-28

10.5: HERITAGE AREA PROJECTS..... 10-29

Partners and Sources of Funds for Potential Projects 10-29
 Table 10-5: Potential Projects for Target Investment Zones – Garrett County Heritage Area10-30

Action #1: Develop Adequate Policies and Procedures for Projects 10-32
 1.1: Develop a Sound Project Review and Selection Process.....10-32
 1.2: Develop Detailed Project Sheets for Record-Keeping.....10-32
 1.3: Review Information Prior to Project Selection.....10-33
 Table 10-6: Projects – Five Year Work Plan and Schedule10-33

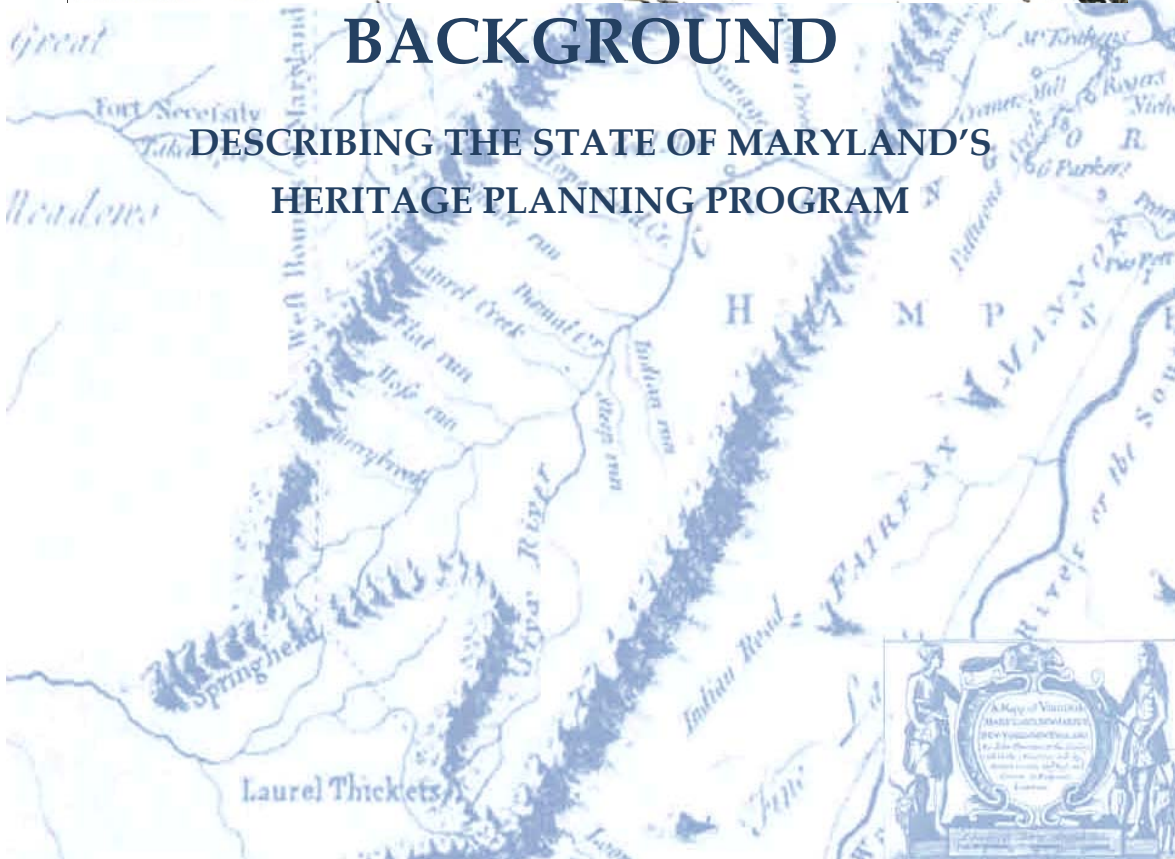


GARRETT COUNTY HERITAGE AREA MANAGEMENT PLAN



BACKGROUND

DESCRIBING THE STATE OF MARYLAND'S
HERITAGE PLANNING PROGRAM



BACKGROUND

Maryland's [Heritage Preservation and Tourism Areas Development Program](#) is administered by the Maryland Heritage Areas Authority (MHAA), created in 1996 with the passage of *Maryland House Bill 1*.¹ The goals of the Maryland Heritage Areas Program include developing a local plan and program to accomplish the following:



SOURCE: Peter Johnston & Associates

- Enhance visitor appeal and enjoyment of the State's history, culture, natural environment, and scenic beauty by improving the overall product of the visitor experience.
- Increase economic activity for tourism, creating opportunities for small business development, job growth, and a stronger tax base.
- Encourage preservation and adaptive reuse 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.
- Enable Marylanders and visitors alike to have greater access to and understanding of the history and cultures of the State and to understand the important events that took place here.
- Foster linkages among and between heritage attractions that encourage visitors to explore, linger, and sample the diverse offerings of the State's distinctive regions.
- Balance the impact of tourism activity with the quality of life enjoyed by residents.
- Accomplish these goals via partnerships among local and regional leaders, non-profit organizations, businesses, and state agencies.

MARYLAND'S HERITAGE AREAS PROGRAM



The first step in the Program's process is to become a *Recognized Heritage Area (RHA)*, which includes the development of a Recognized Heritage Area Plan and Application. Following official RHA status by the State, the next step is to become a

Certified Heritage Area, (CHA), which requires the preparation of a detailed "Heritage Area Management

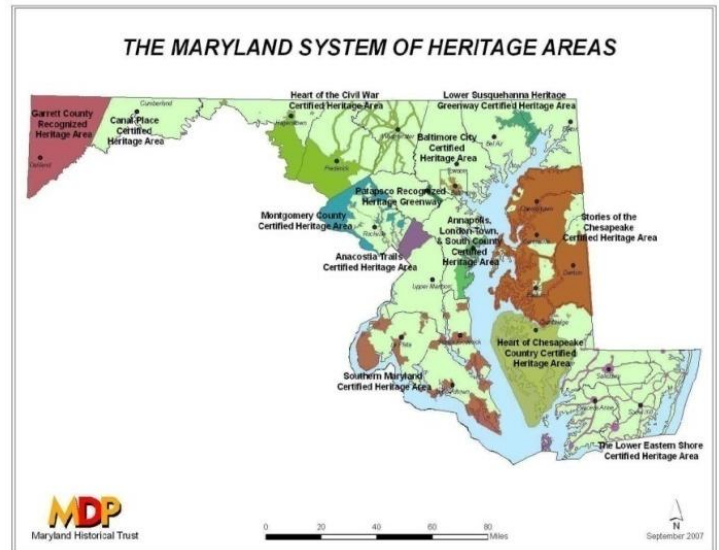
¹ Maryland Heritage Areas Authority; *The Maryland Heritage Preservation and Tourism Areas Program Guide*; 1996.

Plan” (Heritage Plan). The purpose of this process is to form a strategic blueprint for action regarding a future CHA. The Plan assists the eventual Heritage Area Management Entity to fulfill program requirements and ensure a return on investment of public dollars by enhancing heritage preservation and tourism. Local governments must endorse the Heritage Plan by adopting it into their respective comprehensive plans. Endorsement entails an agreement to act on the Heritage Plan’s recommendations for local government partners if the region becomes a Maryland CHA.

REQUIREMENTS FOR A HERITAGE AREA MANAGEMENT PLAN

In order to become a CHA, the Heritage Plan must meet the requirements of Maryland House Bill 1, as reflected in guidelines published by the Maryland Heritage Areas Authority (MHAA) for jurisdictions participating in the Maryland Heritage Areas Program. Specifically, the Heritage Plan must contain the following elements:

- Vision & Goals: A “Vision” and statement of goals in relation to the implementation of the Heritage Plan (what does the Plan seek to achieve);
- Heritage Significance: A discussion of the area’s heritage significance;
- Heritage Resources: A synopsis of its heritage resources, which include historical, cultural, natural, archeological, and scenic resources as well as those resources involved in some aspect of heritage tourism;
- Market Analysis for Heritage Tourism: An inventory of visitor services within the Heritage Area and analysis of the present and future market for tourism experiences.
- Development and Land Use: An assessment of current development and land use issues/trends related to the protection of heritage resources including local government policies and regulations as well as the condition of heritage resources, market forces affecting the region, and an assessment of mechanisms for land stewardship;
- Interpretation: An overview and assessment of interpretive resources and programs to explain the “story” of the region (heritage themes);
- Linkages: An evaluation of key heritage resource linkages;
- Leadership and Organization: An assessment of the leadership and organizations involved in heritage tourism and economic development.
- Economic Development & Marketing Plan: A plan to highlight core heritage related industries and recommend ways to improve performance and viability.



SOURCE: Maryland Heritage Areas Authority and the Maryland Department of Planning

PRODUCING AN ACTION PLAN

The culmination of State requirements is to produce an “Action Plan” that presents strategies for enhancing heritage resources to achieve optimum visitation, improve physical linkages (roads, trails, river routes, etc.) and non-physical linkages (package tours, visitor services, passport ticketing, etc.), advance compatible economic development strategies, and provide for the stewardship and preservation of key resources. Finally the Plan must contain recommended implementation strategies or actions including:

- Capital projects and programs;
- Cost estimates and sources of funds;
- An assessment of economic performance (Return on Investment);
- A recommended management platform; and
- Identification of Certified Heritage Area (CHA) and Target Investment Zone (TIZ) boundaries.

THE CERTIFIED HERITAGE AREA & TARGET INVESTMENT ZONES

Two of the most critical elements in preparing a Heritage Plan are defining the Certified Heritage Area (CHA) boundary and Target Investment Zones (TIZ’s) because these represent the areas where funding will be concentrated.²

Certified Heritage Area Boundaries: CHA’s are delineated geographic boundaries within a Heritage Area containing high concentrations of heritage resources. Heritage resources are defined as unique concentrations of historical, cultural, archeological, natural, and scenic resources. Ideal CHA’s are those areas where public and private partners are committed to the protection and development of heritage resources for compatible economic development and heritage tourism. CHA’s must be defined in the planning process and may be contiguous or non-contiguous. The criteria for CHA boundary delineation include the following:

1. The area within a CHA must contain a significantly high concentration of heritage resources, which are attracting or have considerable potential to attract tourists.
2. Available incentives must be capable of increasing tourism within the CHA to produce measurable preservation and economic development through tourism.
3. Local governments and private interests must be prepared to commit resources to heritage preservation and tourism development in the CHA.
4. The CHA boundary should overlap, to the maximum extent possible, with other local, State, and Federal revitalization designations such as special taxing districts, historic districts, National Register Historic Districts, Enterprise/Empowerment Zones, designated revitalization areas, Maryland Main Street designations, State Priority Funding Areas – PFA’s, Rural Legacy Areas, etc.

² Maryland Heritage Areas Authority; *Guidelines for Establishing Certified Heritage Areas*; 1996.

5. Proposed CHA boundaries should be configured to facilitate the collection of performance measurement data, as required by the State’s Heritage Areas Program.

Target Investment Zone Boundaries: In addition to CHA boundary delineation, the heritage planning process must establish *Target Investment Zones* (TIZ’s) within CHA’s. TIZ’s are specific priority areas where the Heritage Area Management Entity will attempt to attract significant investment and return on public investment (ROI). TIZ’s may be contiguous or non-contiguous within the CHA. The criteria for TIZ boundary delineation include the following:

1. The TIZ must have a high potential to leverage private investment and expenditures.
2. Program incentives must be capable of assisting and leveraging private investment to produce measurable preservation and economic development through tourism.
3. The boundary for a TIZ should overlap, to the maximum extent possible, with other local, State, and Federal revitalization designations such as special taxing districts, historic districts, National Register Historic Districts, Enterprise/Empowerment Zones, designated revitalization areas, Maryland Main Street designations, State Priority Funding Areas – PFA’s, Rural Legacy Areas, etc.
4. Certified Heritage Structures within a CHA/TIZ should be identified (includes listed and non-listed/non-designated historic structures in a TIZ proposed as Certified Heritage Structures eligible for Heritage Preservation Tax Credits).
5. Local governments and private interests must be prepared to commit resources to preservation and tourism development in the TIZ.
6. Proposed TIZ boundaries should be configured to facilitate the collection of performance measurement data, as required by the Heritage Area Program.

MARYLAND HERITAGE AREA PLANNING

Maryland Preservation Plan: The [2005 Maryland Preservation Plan](#) defines major priorities for the State in regards to heritage preservation. This includes a host of prominent issues facing Maryland in the 21st Century such as growth management, neighborhood revitalization, economic development, the environment, and sustainability. In terms of historic and cultural resources the State has focused on three elements: 1) heritage resource protection; 2) heritage tourism; and 3) heritage resource education. Goals from the Preservation Plan include the following:

GOAL 1: Effectively manage growth by encouraging neighborhood revitalization;

GOAL 2: Stimulate economic development through heritage tourism;

GOAL 3: Increase public awareness and appreciation of Maryland’s heritage resources;

GOAL 4: Encourage heritage resource protection in communities throughout the state; and

GOAL 5: Secure the tools sufficient to preserve Maryland’s heritage resources.

The Preservation Plan states that “...by working to achieve these five goals, preservationists across the State will assist in the identification, evaluation, interpretation, and protection of Maryland’s historic,

archeological, and cultural resources for the benefit of future generations.”³ In addition, the concept of heritage resource preservation through tourism, economic development, and sustainability are major centerpieces of the State’s policies for resource protection.

Maryland Heritage Preservation and Tourism Program: In 2010, the Maryland Department of Planning (MDP), the Maryland Heritage Areas Authority (MHAA), and the Maryland and National Trusts for Historic Preservation produced [Maryland Heritage Areas Program: Charting a Sustainable Course for the Next Decade 2010 – 2020](#). This 10-Year Strategic Plan seeks to achieve sustainability by further defining heritage programmatic goals with recommended strategies, operating policies and procedures, timelines, and evaluation systems for heritage area implementation. This is the first substantive re-examination of the State’s Heritage Areas Program since its inception in 1996 with the *Canal Place Heritage Area*.

Improving Maryland Heritage Areas: Some important changes are planned for Maryland Heritage Areas and their operation and management, as indicated in the 2010 Strategic Plan. The Strategic Plan defines five (5) core components for the development of specific strategies to improve heritage areas in Maryland. This includes: 1) Management; 2) Stewardship; 3) Heritage Tourism Marketing and Development; 4) Communication; and 5) Performance Evaluation.

Management: Heritage Areas will develop a five-year action plan and annual work plans based on a comprehensive review of management plans. Plans will be included with the submission of management grant applications to the MHAA. Strong financial solvency is stressed for Heritage Areas. This requires sound governance at the local level and effective oversight.

Stewardship: The State is seeking an increased focus on archeological and natural resource conservation including projects. The State suggests utilizing the Green-Print Program, Program Open Space, and the Maryland Scenic Byways Program. Strategies for the Strategic Plan also include working with local partners on the development of plans such as comprehensive plans, Land Preservation and Parks and Recreation Plans (LPPRP’s), trail plans, etc. The purpose is to strengthen resource conservation measures and partnerships with conservation groups at the local level.

Heritage Tourism Marketing and Product Development: The Strategic Plan advocates a strong partnership with the DMO or the DMO as the heritage area management entity. The purpose is to create consistent marketing messages for heritage tourism and link efforts to the Maryland Office of Tourism. Strategies also include the use of MHAA mini-grants for marketing and the development of a highly interactive Geographic Information System (GIS) website through the Maryland Office of Tourism that highlights State Heritage Areas and offerings.

³ *The Maryland Preservation Plan: Preservation Vision 2005*, Prepared by the Maryland Historic Trust, ISBN #1-878399-69-1, 2005, 2.

Communications: Communication includes the development of consistent communication statements by the MHAA, coordination with local Heritage Areas regarding such statements, and creation of a web-based communication system with the MHAA. Efforts also include the development of a clearinghouse for heritage related information including resource guides, grants, programs, technical assistance, etc.

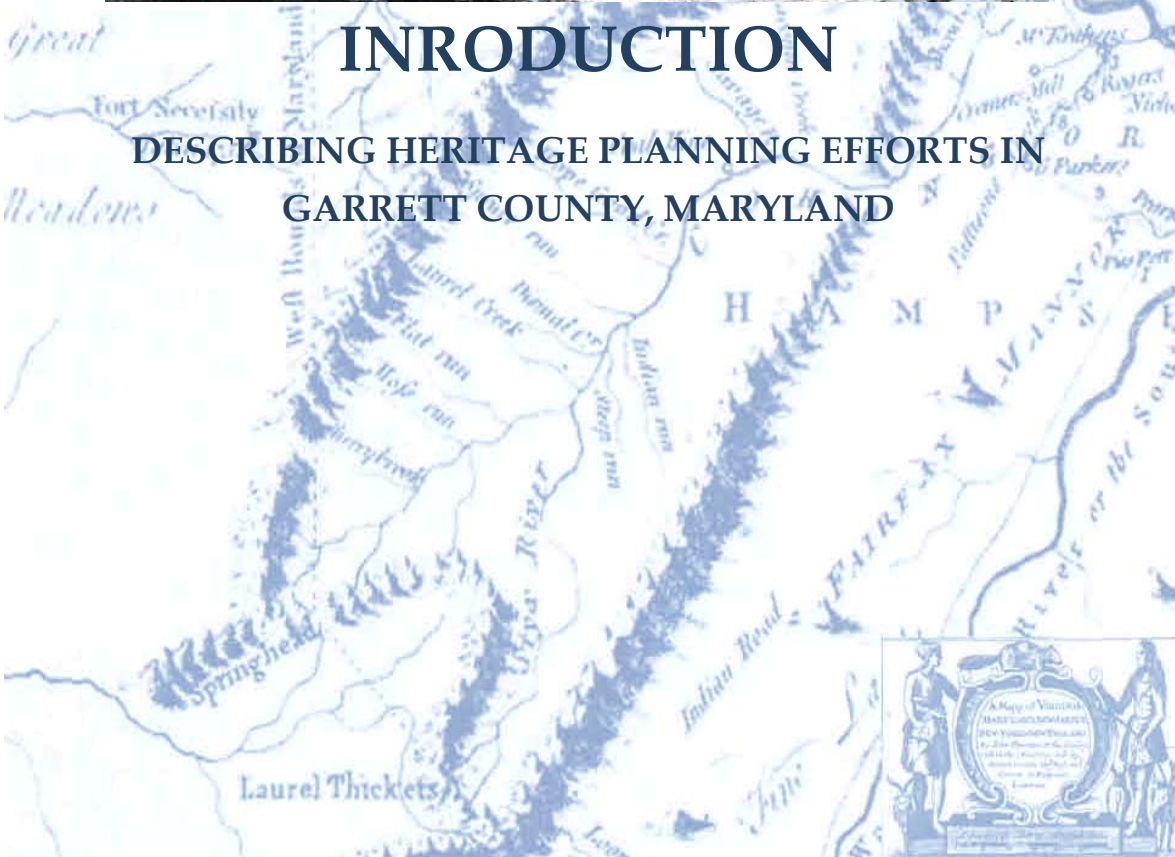
Performance Evaluation: The Strategic Plan recommends specific measures for performance evaluations including the MHAA and local heritage areas. This includes measuring Return on Investment (ROI).

GARRETT COUNTY HERITAGE AREA MANAGEMENT PLAN



INTRODUCTION

DESCRIBING HERITAGE PLANNING EFFORTS IN
GARRETT COUNTY, MARYLAND



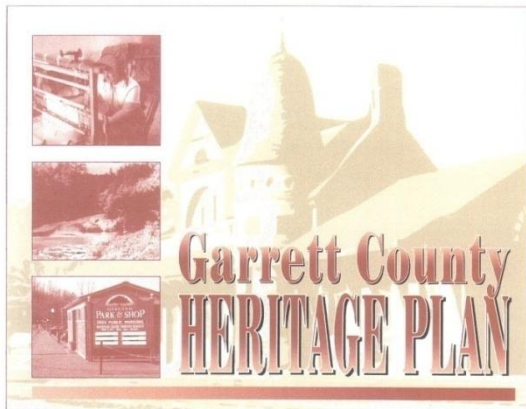
INTRODUCTION

Protecting and preserving Garrett County's resources and its unique historic character will require the cooperative efforts of people, businesses, and government. Public and private partnerships are the recipe for success and heritage tourism offers an opportunity to pursue preservation and economic development goals in mutually supportive ways. Heritage tourism is a way of emphasizing historic and cultural resources as well as natural and recreational resources. Together, such initiatives can form a foundation for ecological health and future economic prosperity.



SOURCE: Peter Johnston & Associates

GARRETT COUNTY HERITAGE PLANNING



SOURCE: 2003 Garrett County Heritage Area Recognition Application

The concept of a specific Heritage Plan and Program within Garrett County, Maryland began in the late 1990's, due largely to the efforts of Garrett County local governments. In 2002, the *Garrett County Heritage Committee* was formed to guide the planning process and, upon plan completion, apply for status as a Recognized Heritage Area (RHA) according to the terms of the Maryland Heritage Areas Program.

The [Garrett County Heritage Plan](#) was prepared by Urban Research and Development Corporation (URDC) in March 2003.¹ It was officially adopted by the Garrett County Commissioners on April 22, 2003. The *Garrett County Heritage Plan* formed the County's official RHA Application to the Maryland Heritage Areas Authority (MHAA) and was funded, in part, by the Garrett County Commissioners and the Appalachian Regional Commission (ARC).

¹ Urban Research and Development Corporation, *Garrett County Heritage Plan: Garrett County, Maryland*.

The MHAA subsequently designated Garrett County as a Recognized Heritage Area. To gain “recognition,” the County demonstrated that the region had the basic requirements for a successful heritage tourism development program. This included a unique heritage as well as numerous historical, cultural, natural, recreational, archeological, and scenic resources. The Plan also assisted in defining the basic interpretive structure and organizational principles for the Heritage Area. The initial Heritage Area concept that emerged from earlier deliberations included the entire County as the defined heritage region since many of the historic and cultural resources were widely distributed throughout Garrett County (see the RHA Map below).

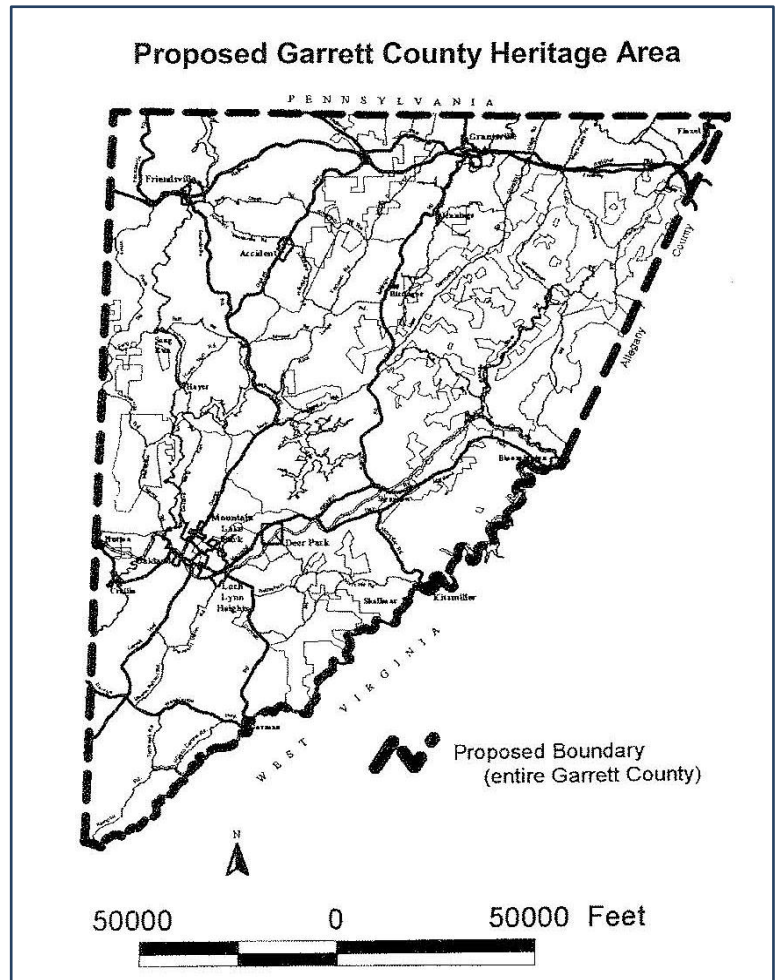
2003 GARRETT HERITAGE PLAN - GOALS & OBJECTIVES

Goals and objectives were formed as part of the heritage planning process to provide for a strong commitment to the heritage area’s success, effective local leadership, and a sound record of resource stewardship.²

General Heritage Goal & Objectives:

GOAL: Preserve and promote Garrett County’s historic resources and attractive community character.

1. Preserve historic resources using strategies aimed at protecting existing buildings, archeological sites, traditions, and maintain continued research.
2. Increase public awareness through a variety of interpretive opportunities.
3. Promote historic preservation as a means to enhance the economy through increased tourism.
4. Develop selected historic features as recreational and/or tourist attractions.



SOURCE: 2003 Garrett County Heritage Area Recognition Application

² Garrett County Heritage Plan, 4-3 – 4-8.

Heritage Resources Awareness & Protection:

GOAL: Raise public awareness about Garrett’s unique and rich heritage and protect and enhance local quality of life by conserving, enhancing, and promoting the County’s unique historical, cultural, and natural resources.

1. Continue to seek official recognition for the County’s heritage resources by:
 - ⇒ Continuing investigating historic places for potential addition to the Maryland Historical Trust Inventory of Historic Places (MIHP).
 - ⇒ Working with groups to continue securing nominations to the National Register of Historic Places (NRHP) from among those sites already identified as eligible for listing on the register.
 - ⇒ Seeking official Heritage Area Certification.
2. Prepare and maintain a historic sites map that shows the location of the County’s most important historic sites.
3. Implement a heritage plan as recommended in the County’s Comprehensive Plan.
4. Establish a set of linked sites that interpret the County’s history via kiosks, site markers, and other means.
5. Use visitor centers to orient people to the region and its heritage.
6. Develop and implement strategies to identify, preserve, and protect the buildings, sites, and folk-life traditions that best exemplify Garrett County’s unique history.
7. Recognize the importance of the County’s natural environment (forests, waterways, mountains) to the future appeal and success of the area.
8. Foster the desire for continued scholarly and popular research on the historic relationship of people and land in Garrett County.

Interpretation:

GOAL: Raise public awareness about Garrett’s unique and rich heritage and protect and enhance local quality of life by conserving, enhancing, and promoting the County’s unique historical, cultural, and natural resources.

1. Develop and use the following sub-themes to tell the story of Garrett County as a frontier region including:
 - ⇒ Transportation;
 - ⇒ Man and nature;
 - ⇒ Historic recreation; and
 - ⇒ Cultural uniqueness.
2. Use walking tours, driving tours, interactive exhibits, markers, and other interpretive media such as tapes and CD’s to present the “frontier” theme.
3. Identify and highlight the indoor and outdoor interpretive opportunities that can create a living classroom, a place where fun and learning unite.

4. Create an interpretive heritage program that can be initiated on a limited basis and expanded over time, as funds and other resources become available.
5. Use a set of linked sites that individually and collectively interpret the County's evolution from Native American hunting ground through the present day, as the heart of the Garrett County Heritage Program.
6. Identify specific sites to be featured in the Heritage Program.
7. Use three (3) basic criteria for interpretive site selection:
 - ⇒ Opportunity the site presents to preserve a key resource;
 - ⇒ Ability of the site to tell an important part of the Garrett County story; and
 - ⇒ Likelihood that the site will enhance local tourism by attracting visitors.
8. Enhance each site with interpretive exhibits (in addition to site and facility improvements) that will help illustrate the site's part in Garrett County's heritage.
9. Use an official logo, official signs and other common design elements that identify sites as part of the Garrett County Heritage Program.
10. Use self-guided auto tours and existing pedestrian paths to initially link interpretive sites.

Economic Development:

GOAL: Use the heritage plan and heritage designation to strengthen the County economy through increased tourism.

1. Promote complementary business activity such as in the hospitality industry from the educational, cultural, and heritage aspects of the interpretive program.
2. Encourage antique and arts and crafts shops in the Town areas or around existing popular tourist areas.
3. Encourage the development of farmhouse inns and vacation farms.
4. Establish events when all Garrett County antique dealers, craft shops, farmer's stands, and the like are encouraged to participate by being open for business and running special discounts.
5. Encourage more farmers markets and stands.
6. Continue to support recreation land and facility development around the Maryland State parks, Deep Creek Lake, and Jennings Randolph Lake.
7. Work closely with the Department of Natural Resources to develop new opportunities for visitors to areas around State forest lands.
8. Cooperate with the Maryland Department of Economic Employment Development, the Maryland Tourism Council, the Maryland Historical Trust, and the Southwestern Pennsylvania Heritage Preservation Commission, among others, to help market Garrett County's tourist attractions.
9. Make recreational visitors aware of the full range of other goods and services produced in Garrett County.
10. Promote selected reinvestment and adaptive use opportunities that could extend the economic life of endangered historic structures.

Facility & Design Improvement:

GOAL: Offer adequate types of heritage related support facilities that are attractive and well-designed.

1. Design visitor information centers as the focal points for orienting visitors and publicizing Garrett County's interpretive program.
2. Accommodate visitors to Garrett County's heritage attractions with adequate vehicular access, parking, pedestrian circulation, directional signage, supplies, and services.
3. Offer interpretive sites and enhance each site with interpretive exhibits (in addition to site and facility improvements) that will help illustrate the site's part in Garrett County history.

Visitor Information:

GOAL: Encourage visitors to heritage program sites to stop at visitor information centers that have exhibits and displays and provide special maps, brochures, and other interpretive literature.

1. Staff the visitor centers with knowledgeable local people to orient visitors to the region, its historic attractions and local goods and services, such as dining and overnight accommodations, as needed.
2. Create a tourism brochure in conjunction with a designated website to guide visitors.

Organizational Framework:

GOAL: Encourage visitors to heritage program sites to stop at visitor information centers that have exhibits and displays and provide special maps, brochures, and other interpretive literature.

1. Identify all the potential partners that can be involved in heritage plan preparation.
2. Determine whether an existing entity or new entity should serve as the lead entity responsible for heritage plan and program implementation.
3. Identify who (entity or individuals) should be responsible for the following aspects of the heritage program, including both early tasks and ongoing operations (see Table 1-3 below)).

Historic Districting:

GOAL: Establish additional historic districts within towns and other areas where historic buildings are concentrated.

1. Work with local historic preservation organizations to establish historic districts within the towns and other areas.
2. Use the existing, established historic districts in Oakland and Mountain Lake Park as examples of successful historic districts.

THE GARRETT COUNTY HERITAGE PLAN 2010

In 2009, the Garrett County Chamber of Commerce undertook the preparation of the *Garrett County Heritage Area Management Plan* (Heritage Plan). The Heritage Plan was prepared so that Garrett County could become a Maryland *Certified Heritage Area* (CHA) and thereby be eligible for the grants, loans, and other benefits associated with this official status. The Heritage Plan is intended to provide a blueprint for future actions in pursuit of heritage partnerships and the creation of an effective heritage preservation and tourism development program in the County.

DEVELOPING THE HERITAGE AREA MANAGEMENT PLAN

The heritage planning process consisted of four (4) distinct phases with tasks scheduled over the years from 2008 to 2010. Each phase sought to address the State's requirements for preparing a Heritage Plan as outlined in the *Maryland Heritage Preservation and Tourism Development Areas Program*. Phases included the following:

- *Phase I: Assembly & Analysis of Data:* Gathering all relevant background data for the heritage planning process and examining key issues and opportunities.
- *Phase II: Defining the Garrett County Heritage Area:* Analyzing the area's historic significance and heritage resources as well as the creation of an Economic Development and Marketing Plan.
- *Phase III: A Vision for the Garrett County Heritage Area:* Designating key themes and linkages as well as mapping the Certified Heritage Area Boundary and its Target Investment Zones.
- *Phase IV: Preparing the Final Heritage Area Management Plan:* Producing the Heritage Plan.

KEY PARTNERS FOR THE GARRETT COUNTY HERITAGE AREA

A list of key contacts in Garrett County and its eight jurisdictions is included in the Technical Appendices for this Heritage Plan. Broad public and private representation to facilitate heritage preservation and tourism efforts includes the following entities:

1. Chamber of Commerce: The Garrett County Chamber of Commerce is the *Destination Marketing Organization* (DMO) for Garrett County, representing various tourism interests in Deep Creek Lake as well as other public/private entities including local businesses in the County.
2. Garrett County Government Representatives: Garrett County Government including, but not limited to, the Garrett County Commissioners, Department of Planning & Zoning, and Department of Economic Development.
3. Maryland State Government: The Maryland Departments of Planning, Natural Resources, and Tourism as well as the Maryland Historical Trust, a State instrumentality housed within the Maryland Department of Planning.
4. Maryland Government Entities: The Maryland Heritage Areas Authority is an independent unit under the Executive branch of State government administered by the MHT.

5. Municipalities and Rural Villages: The Garrett County Community Action Agency (GC-CAC) and Garrett County's eight (8) incorporated towns including Accident; Deer Park; Friendsville; Grantsville; Kitzmiller; Loch Lynn Heights; Mountain Lake Park; and Oakland (County Seat) as well as Garrett County's rural villages including McHenry, Maryland (Deep Creek Lake area).
6. Heritage Preservation: The Garrett County Historical Society and other entities and individuals with extensive local knowledge concerning interpretation, historic sites and structures, culture, and archeological resources.
7. Cultural Themes & Linkages: Local and State entities connected to greenway linkages, highways and roads, and special highway/road designations to promote heritage tourism (e.g., Scenic By-Ways, All American Roads, National Historic Highways, etc.).
8. Business, Economic Development, & Tourism: Private business interests that are heritage and tourism related such as accommodations, specialty shops, restaurants, etc.

THE HERITAGE AREA MANAGEMENT ENTITY

The [Garrett County Chamber of Commerce](#) will be the Heritage Area Management Entity for the Garrett County Heritage Area, following official "Certification" by the Maryland Heritage Areas Authority (MHAA). The Chamber has greatly assisted with efforts to prepare this Heritage Plan. This included data collection, guiding the planning process, and providing a forum for the discussion of major issues and opportunities with partners. Contact personnel assisted in acquiring data, coordinating efforts, scheduling meetings and trips, and providing evolving contact lists for major stakeholders.

Forming a Steering Committee: The Garrett County Chamber of Commerce formed a *Heritage Plan Steering Committee* (HPSC) in 2009. The HPSC assisted in guiding the heritage planning process. They also provided public and private outreach to stakeholders and the general public. The Chamber and its stakeholders and partners will continue to assist with public/private outreach efforts and ensure adoption and acceptance of the Heritage Plan in regards to the State, local governments, and the public.

The Garrett County Chamber of Commerce as the Heritage Area Management Entity: The Chamber of Commerce will be responsible for the implementation of the Heritage Plan when complete and adopted by Garrett's local governments. Once the Heritage Plan is approved by the State and local governments as a *Certified Heritage Area*, the Chamber will officially assume management of the County's Heritage Program. Stakeholders in the program include State government and Garrett County government, and municipalities. Other important partners include the Garrett County Community Action Commission, the Historical Society, Arts Council, local museums, tourism businesses, and entities associated with protecting and preserving Garrett's heritage and enhancing tourism.

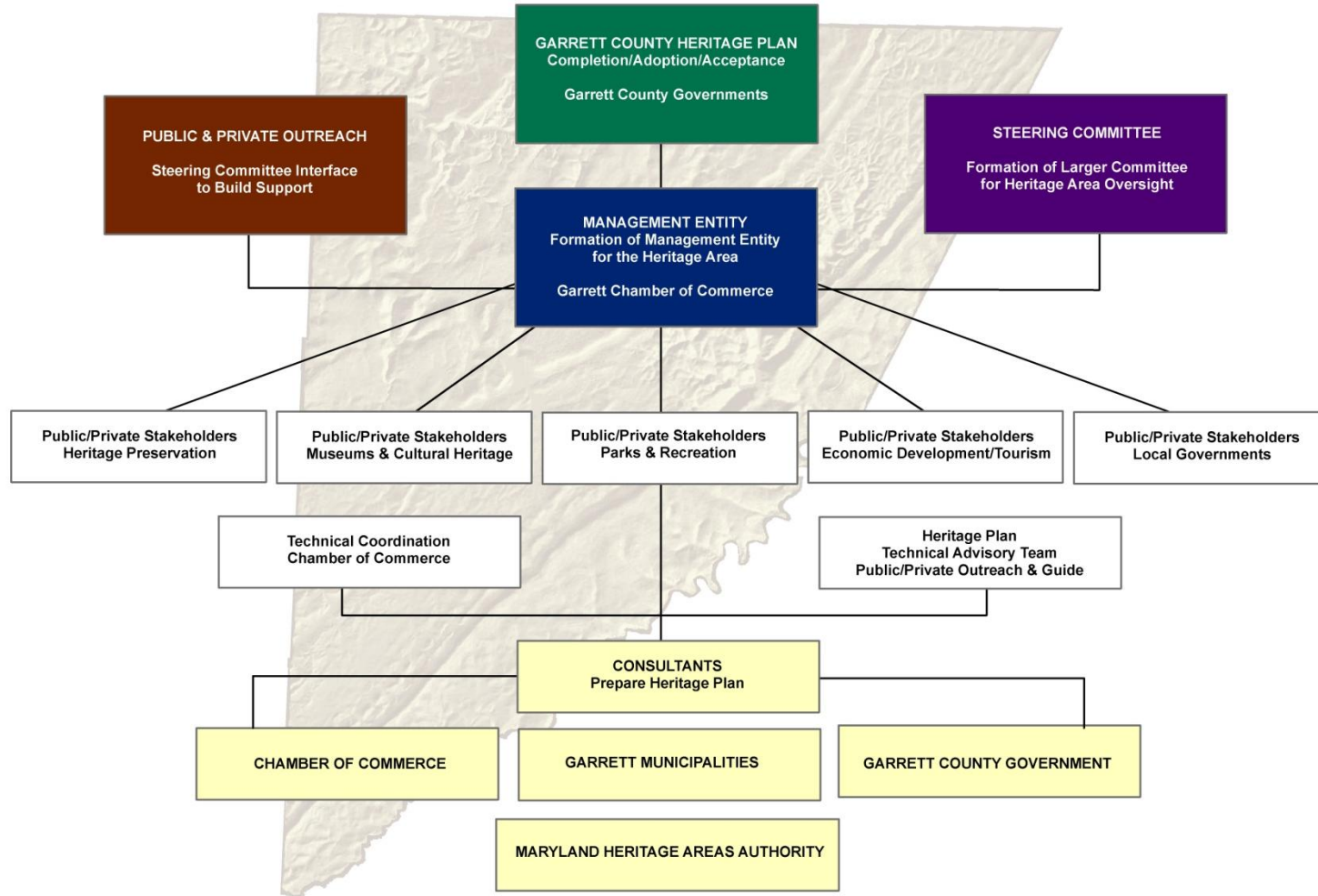
THE PUBLIC PROCESS FOR THE HERITAGE PLAN

The length of time it takes to implement this Heritage Plan and develop a local heritage program largely depends on organizational structure. Organizational structure is responsible for guiding heritage planning, coordinating among the various stakeholders involved, and reaching out to the public and private entities necessary for success. As shown in Figure 1 below, the organizational flowchart indicates the general structure of the heritage planning process, its partners, and the public outreach methods used to prepare this Plan. In addition, public information and stakeholder meetings were held in 2009 and 2010. Public meetings included presentations, project newsletters, and website coordination, which were all used as tools to inform the region's residents about the Heritage Plan. This process ensured that the many voices of Garrett County were heard during the development of the Plan.

The public process of developing the Heritage Plan ensures that implementation recommendations reflect the sentiments of the community. The Plan will further evolve under program management as interested parties are regularly consulted. The Chamber has ensured active participation in the Heritage Plan's development and will continue to ensure active participation for implementation in the future.

Achieving Broad Representation: The Chamber of Commerce represents many entities and organizations in Garrett County. The Chamber's broad membership is beneficial because it provides an existing organization capable of implementing the Heritage Area concept. Chamber input is invaluable and is reflected in the Heritage Plan's goals, objectives, and recommendations. Broad community support, from businesses and organizations to governments and individuals, will continue to be necessary to ensure the integrity and longevity of the Garrett County Heritage Area.

FIGURE 1: HERITAGE PLANNING PROCESS



PURPOSE OF THE GARRETT COUNTY HERITAGE PLAN AND PROGRAM

Garrett County cares about its heritage resources, not only for the history they portray, but also because they have tangible social and economic benefits. This is what is meant by sustainability, when the community, as a whole, works together to support the future by preserving the past as a productive part of the local economy. The integrity of a heritage area experience in Garrett County depends on the authenticity and quality of its resources. Currently, Garrett County is one of two remaining Recognized Heritage Area's in Maryland. Public and private support for the Heritage Plan to achieve official certification of the Heritage Area is crucial. Local governments in the County (including municipalities) must amend their respective comprehensive plans to incorporate the Heritage Plan.

The Heritage Plan provides a strategic blueprint for action by doing the following:

- Seeking to build consensus, which enables implementation;
- Prioritizing public resources to generate significant private investment in the Heritage Area; and
- Achieving Heritage Area sustainability through public, semi-public, and private partnerships.

The purpose of the Heritage Plan is to create an official Garrett County Heritage Area and provide guidance for building a Heritage Program in the County. The Heritage Plan and Program is concerned with the preservation of heritage resources for the enhancement of the local economy related to tourism. The Heritage Area concept, as expressed in the State's enabling legislation, seeks a direct relationship between heritage resources and financial sustainability. This means maintaining and creating businesses that are compatible with heritage preservation objectives. Several good examples that exist in Garrett County include the Savage River Lodge, the Deer Park Inn, the Cornish Inn, and the Baltimore and Ohio Railroad Station in Oakland. These types of businesses effectively combine commerce with history and culture.

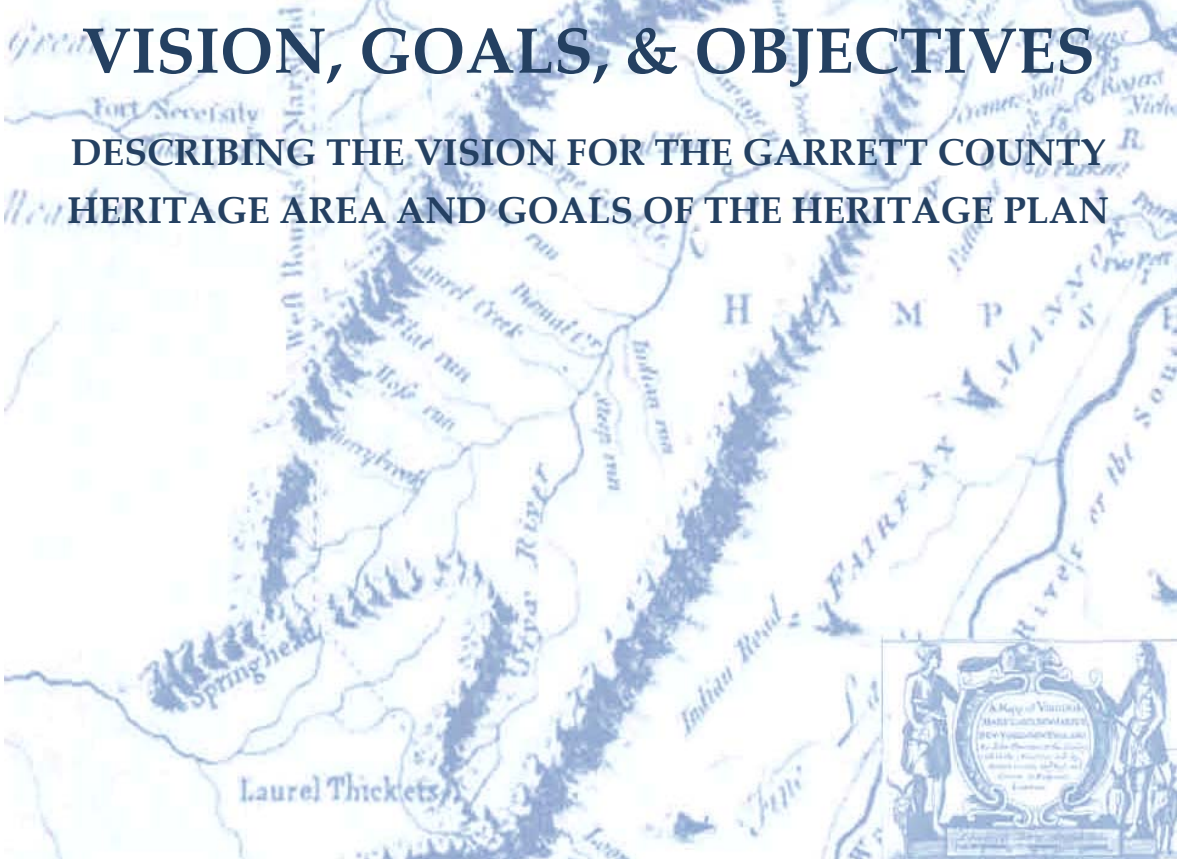
The Heritage Plan is meant to complement existing plans prepared by Garrett County's local governments, such as Comprehensive Plans, Land Preservation and Parks and Recreation Plans, Economic Development Plans, Master Plans, etc. The Heritage Plan shall not override the policies expressed in these local government documents but rather coordinate efforts with such plans in regards to heritage preservation and tourism. The Heritage Area Management Entity for Garrett County (Chamber of Commerce) may amend the Heritage Plan from time to time.

GARRETT COUNTY HERITAGE AREA MANAGEMENT PLAN



VISION, GOALS, & OBJECTIVES

DESCRIBING THE VISION FOR THE GARRETT COUNTY
HERITAGE AREA AND GOALS OF THE HERITAGE PLAN



VISION GOALS & OBJECTIVES

The Vision for the *Garrett County Heritage Area Management Plan* (Heritage Plan) summarizes the ideal future-state of the County’s Heritage Preservation and Tourism initiatives. The Mission Statement applies directly to the Garrett County Chamber of Commerce, as the Heritage Area Management Entity. The Chamber will be responsible for Plan implementation and the success of the Garrett County Heritage Area. Heritage Plan Goals are designed to transform the Vision. Goals are broad statements of direction and focus for the Heritage programming and implementation and objectives are measurable tasks for the Chamber of Commerce to accomplish.



SOURCE: Peter Johnston & Associates

VISION AND MISSION STATEMENT

Vision: “Garrett County envisions a successful Heritage Area that links the public and private sectors in a strong and fruitful relationship. This relationship promotes heritage preservation, enhances tourism, and encourages economic development consistent with heritage program ideals. In the future, the heritage program will assist the County to achieve significant quality of life benefits for residents, seasonal residents, and visitors.

Garrett County’s heritage program recognizes the past, present, and future by re-establishing viable and attractive downtowns, highlighting unique heritage sites, and acknowledging the County’s many resources. The Garrett County Heritage Area will be an attractive place to live, work, and recreate, whereby the successful heritage tourism program will contribute greatly to economic development and community revitalization. Garrett County will create an environment where private residents and businesses work together with government to take pride in a rich history that is appreciated by those at home, those abroad, and those that visit.”

MISSION STATEMENT

To work with stakeholders, partners, and businesses to implement the Garrett County Heritage Plan by offering technical and financial assistance for heritage-related initiatives that preserve valuable heritage resources and enhance tourism in the County.

GOALS AND OBJECTIVES

Goals transform the “Mission” of the Heritage Plan into general statements of direction. Objectives describe broad tasks to achieve these goals, which are measurable and time-oriented. Strategies are specific actions for the Garrett County Chamber of Commerce, as the Heritage Area Management Entity, to follow for Plan implementation and Heritage Area development. The following are broad programmatic goals and objectives for the Garrett County Heritage Area.

MANAGEMENT & ORGANIZATION

“Goal 1: Establish a management structure for the Heritage Area.”

Objective 1: Ensure appropriate management and oversight for the Garrett County Heritage Area.

Objective 2: Ensure that the Garrett County Heritage Area is adequately staffed with professionals that can advance the mission of the Heritage Area and implement the Heritage Plan.

Objective 3: Implement planning, programming, marketing, and outreach efforts for the Garrett County Heritage Area as described in this Heritage Plan and Assistance Guides.

STEWARDSHIP

“Goal 2: Preserve, protect, and promote Garrett County’s heritage resources.”

Objective 1: Work with stakeholders and partners in the Garrett County Heritage Area to preserve and protect the County’s important heritage resources.

Objective 2: Raise public awareness of Garrett County’s unique heritage resources, while also promoting these resources.

Objective 3: Seek official recognition for Garrett County’s important heritage resources by linking them to the broader Heritage Program for economic development and tourism.

INTERPRETATION

“Goal 3: Raise public awareness of the County’s history, culture, and resources.”

Objective 1: Encourage a greater understanding of the Garrett County Heritage Area’s important resources through interpretation and education.

Objective 2: Enable visitors to have greater access to and understanding of Garrett County’s rich and unique history and culture.

Objective 3: Foster partnerships among and between heritage attractions that encourage visitors to explore, linger, and sample the diverse offerings of the Garrett County Heritage Area

Objective 4: Link Garrett County’s rural areas, communities, heritage resources, and recreation and natural resources through the County’s existing and planned system of roads, scenic byways, greenways, trails, bikeways, and other physical linkages (Heritage Towns & Tours).

Objective 5: Provide for the integrated interpretation of Garrett County’s heritage resources by ensuring the development of a cohesive interpretive structure for resources and their physical linkages.

MARKETING & OUTREACH

“Goal 4: Increase economic development related to heritage tourism in Garrett County for the benefit of Heritage Area stakeholders, partners, and friends.”

Objective 1: Improve Garrett County’s existing tourism economy through the implementation of the Heritage Plan and development of the Garrett County Heritage Area.

Objective 2: Work with stakeholders, partners, and local businesses to promote the Heritage Area through marketing and advertising.

Objective 3: Work with stakeholders, partners, and local businesses to develop useful Heritage Area products.

Objective 4: Ensure appropriate communications and coordination by and between stakeholders, partners, and potential partners.

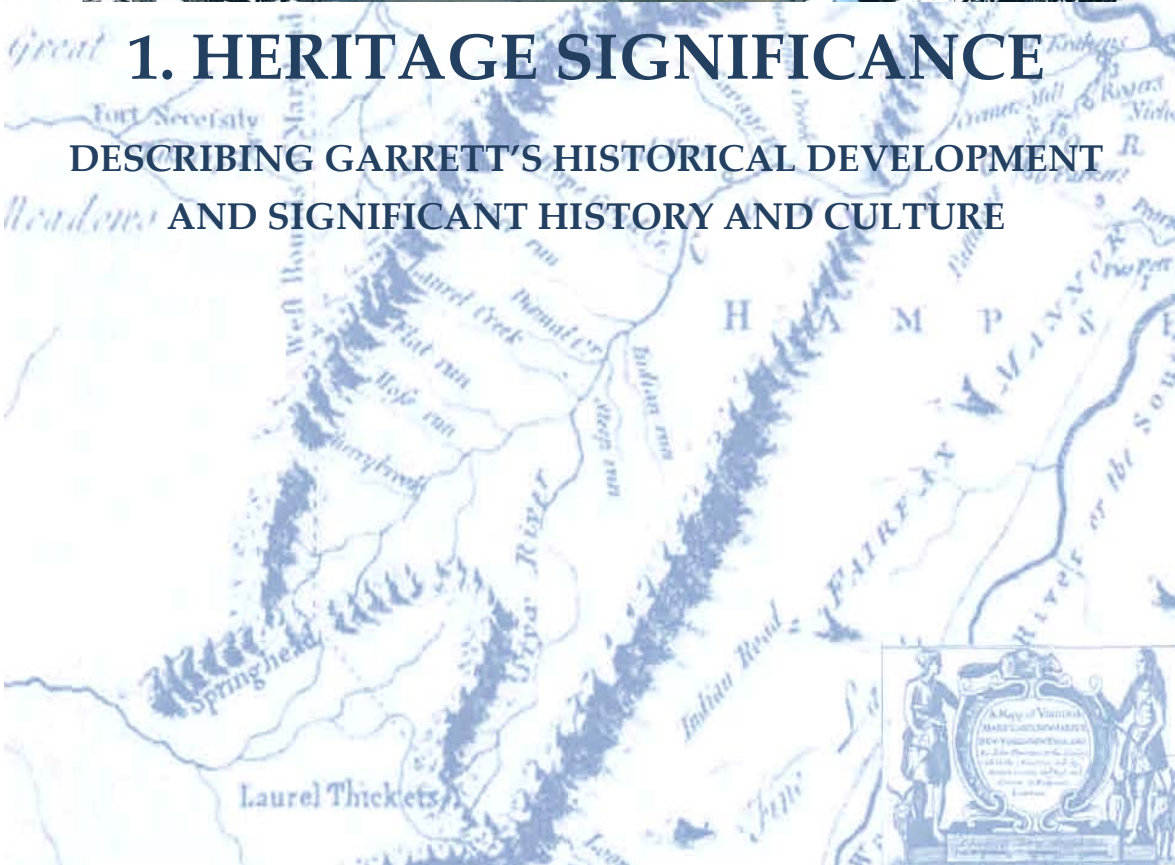
Objective 5: Ensure an adequate communication and partnership network system to coordinate Heritage Area initiatives.

GARRETT COUNTY HERITAGE AREA MANAGEMENT PLAN



1. HERITAGE SIGNIFICANCE

DESCRIBING GARRETT'S HISTORICAL DEVELOPMENT
AND SIGNIFICANT HISTORY AND CULTURE



HERITAGE SIGNIFICANCE

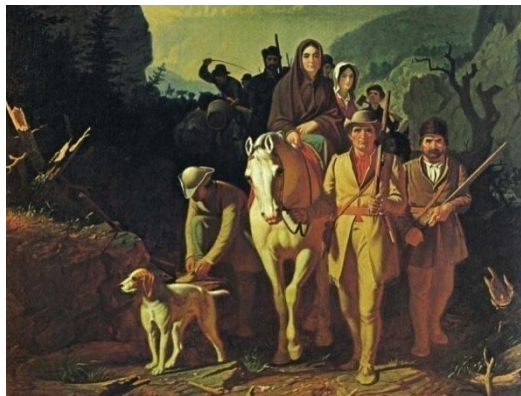
This Chapter defines the historical development of Garrett County and its heritage significance. Garrett's history and culture is the central organizing structure that makes this area distinct from other areas of the State and nation. The purpose is to provide a setting for the development of the future Garrett County Heritage Area. This Chapter also provides a framework for the inventory and contextual analysis of existing heritage resources by exposing core elements

of the heritage planning process including themes, linkages, resource concentrations, and interpretive structuring.



SOURCE: Peter Johnston & Associates

1.1: GARRETT COUNTY'S HERITAGE SIGNIFICANCE



SOURCE: Russell Bourne, *200 Years: A Bicentennial Illustrated History of the United States, Volume 1* (U.S. News & World Report, 1973), 199.

Garrett County's unique heritage resources reflect Maryland's pioneering spirit as western frontier lands were opened for settlement in the 18th and 19th Centuries. As the County was settled, its wealth of natural resources provided for both industry and recreation. In the 21st Century, man and nature still drive the modern economy of Garrett. The following themes illustrate the heritage significance of Garrett County:

The overarching theme is Garrett County's relationship to the opening and development of America's western frontier in the late 18th and early 19th centuries. In fact Garrett County is Maryland's *Gateway to the West* and at one time, it was the country's gateway to the west. This is

the primary heritage experience in Garrett County and this broad theme ties the whole Heritage Area together. Under this umbrella, several primary themes were provided by Garrett County's original *Heritage Area Recognition Application* to the Maryland Heritage Areas Authority. This includes the following:

- *Transportation*: The “transportation” theme includes Garrett County’s Indian Trails, the National Pike/National Road and the Casselman Bridge, as well as railroads and waterways, which contributed to the cultural landscapes and settlement patterns of Maryland’s western frontier.
- *Man and Nature*: The “man and nature” theme highlights the unique natural resources that Garrett County has acknowledged and respected. A strong agricultural heritage, the Eastern Continental Divide, which Lewis and Clark braved, as well as the early settlements along the State’s western frontier. They all testify to Garrett County’s keen understanding of nature as a partner instead of an impediment.
- *Historic Recreation*: The “historic recreation” theme has resonance because Garrett County has a legacy as one of Maryland’s most significant recreation areas, even before the 20th century. Garrett’s natural beauty and resources inspired Native Americans, early settlers, and people from all walks of life including American presidents and the rich and powerful from nearby urban areas. They came to enjoy the cool mountain summers, and lavish resorts flourished throughout the County. Today, Deep Creek Lake is the summer home of several celebrities and draws visitors from a wide region.
- *Cultural Uniqueness*: The “cultural uniqueness” theme considers the climate and terrain of Maryland’s western frontier, which creates a type of isolation. This has appealed to many and varied cultural groups as a core influence. For example, the Amish and Mennonite communities found in the area searched for religious freedom. The Appalachian mountain cultures also developed unique foods, styles of music, and other cultural characteristics that deserve praise.

EXPERIENCING THE GARRETT COUNTY HERITAGE AREA

Every theme provides details on specific historical and cultural subjects in the Garrett County Heritage Area. Essentially, every unique place in Garrett has a different and authentic story to tell. This should be considered with Heritage Area partners and stakeholders if the County develops a detailed *Interpretive Plan*. For example, the Native American occupants of Garrett County led a nomadic hunter/gatherer existence tied directly to the land. Explorers and guides in the mid-18th century gained prominence by conquering the obstacles that the Allegheny Mountains presented for westward travel, expansion, and eventual settlement. This early exploration is related to Garrett County’s modern trail network, which forms an important interpretive spine in the Heritage Area.

In the 19th and 20th Centuries, Garrett County capitalized on the region’s scenic environment and the recreational potential including the man-made Deep Creek Lake. Wise forest management has stimulated a renewed lumber industry. Coal production and transportation still has prominence. Any heritage program established for the Garrett County Heritage Area should convey the idea that living off the land has been a local legacy since the earliest known days.

1.2: SUMMARY

Garrett County is Maryland's western-most frontier. The first wave of immigration began in the 1700's and early 1800's. It opened up the Ohio Valley in the western parts of Maryland, Pennsylvania, and Virginia. Throughout the 19th Century, settlement spread further west across the wilderness until it finally stretched from the Atlantic coast to the Pacific coast, creating the modern United States of America. Historic development trends have been organized into six broad categories and include the following:

1. Native American Presence: Native American Hunting Grounds (pre 1740);
2. Colonial Exploration and Settlement: Early Exploration & Settlement (1740 to 1774);
3. Building a Nation: Revolution & The Emergence of the United States (1775 to 1849);
4. Rebuilding America: Civil War, Reconstruction, & The Rise of the Resort (1850 to 1889);
5. The Modern Era: Post Reconstruction & The Industrial Revolution (1890 to 1949); and
6. Garrett County in the 21st Century: Rebirth of the Resort (1950 to the Present).

SIGNIFICANT HISTORICAL PERIODS IN GARRETT COUNTY

Garrett County has several significant historical periods under the broader categories listed above, starting with its earliest use by Native American Indians as a hunting ground (pre-1740). Colonial settlement began in the mid 1700's and heritage significance is marked primarily by early pioneers to the region, the French and Indian War, and the construction of Braddock's Road from pre-existing Indian trails. The third period begins with the American Revolution and continues with the construction of the "National Road" in 1806, which opened up the western frontier for pioneering. The National Road has significant importance not only for Garrett County but also the nation as a whole because it linked the eastern and western portions of the United States in the 19th Century.

The fourth period is marked by the beginning of the railroad industry (1850's) and the formation of Garrett County, Maryland in 1872 from portions of Allegany County. Railroads would provide a link to the outside world and eventually created Garrett's first resort industry in the later part of the 19th Century. During the fifth period, traditional industries, such as lumber and coal, declined in the early part of the 20th Century. However, with the establishment of the nation's road system and the creation of Deep Creek Lake in the 1920's, resource conservation, tourism, and recreation once again gained prominence. This emerging economy from the 1940's to the present allowed for the rebirth of Garrett County's traditional resort industry.

1.3: NATIVE AMERICAN PRESENCE



SOURCE: *The William W. Cole Collection; Early Images of Indians; "Indians of Northern Virginia; Virginia Historical Society - Online Exhibits, 2003.*

The earliest inhabitants in the Garrett County region were noted more than 4,000 years ago. Rich natural resources drew Native Americans to the area for hunting and fishing. Indian tribes included the Algonquin, Seneca, Iroquois, and the Delaware Nation. Native Americans were the first pioneers. They carved numerous trails out of the virgin wilderness, many of which were buffalo paths followed by hunter-gatherers.¹ These trails crossed from east to west along the mountains and later provided paths for early European settlement and exploration. Many current Maryland archeological sites in Garrett County can be found at old Indian

camp, trails, and burial grounds. Artifacts such as pottery, arrow heads, and other implements and utensils, have been discovered at these sites.²

1.4: COLONIAL EXPLORATION AND SETTLEMENT

European settlement of Garrett County, on Maryland's western frontier, occurred during the late colonial period from 1740 to approximately 1775. Early colonization in frontier areas was driven largely by land speculation from the Virginia colony. English expansion led to the *French and Indian War* from 1754 to 1763. This war was fought over access to, and control of, the rich western frontier lands and natural resources. This marks the first significant historical period of Garrett County.

NEMACOLIN'S PATH TO BRADDOCK'S ROAD

The early exploration of Garrett County was the human drive to explore and tame new lands. In the 18th Century much of the western lands in America were unknown to Europeans and held deep mystery and vast resources. The inevitable result led to confrontation among the various European powers seeking to conquer the American wilderness. The French and Indian War was a world war for empire. It included England, allied with Prussia and Hanover, against France, allied with Austria-Hungary, Saxony, Sweden, and Spain.³ The war stretched from Europe to colonial possessions in the Atlantic, Pacific, and Indian Oceans. The American Colonies were but one theater of the war.

¹ Urban Research and Development Corporation, *Garrett County Heritage Plan: Garrett County, Maryland, 2-2.*

² *Ibid.*

³ Merritt Ierley, *Traveling the National Road* (Overlook Press, 1999), 8.

The French and Indian War: Maryland's role in the French and Indian War was minimal. Most of the battles were fought in the frontier areas of Canada, Pennsylvania, and New York. However, Maryland has the distinction of being a launching pad for two very famous expeditions at the onset of the conflict. This includes the opening salvo in the war, the *Battle of Fort Necessity* in 1754 as well as General Edward Braddock's march and the *Battle of the Monongahela* in 1755.



SOURCE: Andrew J. Wahill, *Braddock Road Chronicles 1755* (Heritage Books, Inc., 1999), 21.

Under orders from Governor Robert Dinwiddie of the Virginia Colony, Colonel Joshua Fry and Lieutenant Colonel George Washington set out with a small force of Colonial Militia to face French interlopers in the Ohio Valley region. The British staging area for marches west was Fort Cumberland in Maryland, which was established in 1754. In order to forge a path over the Allegheny Mountains toward the western frontier, British forces used the assistance of Indians and early explorers. "Nemacolin's Path" was a western Native American route from modern-day Cumberland through Garrett County to the Ohio forks.

During the long march west, Colonel Fry was killed in an accident and Washington assumed command of the expeditionary force. Washington marched his men through modern day Garrett County and after engaging the French, decided to build Fort Necessity at Great Meadows and await further orders. By this time, the French had completed Fort Duquesne near the forks of the Ohio River and sent soldiers to attack Washington at Fort Necessity. The subsequent armed engagement resulted in Washington's defeat and surrender, the only one of his long military career. The *Battle of Fort Necessity* started the French and Indian War in the American colonies.

Braddock's Road: In 1755, General Edward Braddock was charged with opening a road to the Ohio and confronting the French at Fort Duquesne, near modern day Pittsburgh. At the time, the effort was supported by the British Crown, Virginia, Maryland, and Pennsylvania. In June, some 2,000 soldiers including British Regulars and Virginia Militia, 29 pieces of artillery, 407 wagons, 500 horses, 400 pack-horses, and a herd of livestock set out from Fort Cumberland in Maryland to cross the wilderness and face the French threat for control of the rich Ohio Valley.⁴ Braddock used Nemacolin's Path and Indian allies were employed to assist British efforts.

⁴ Ibid.

Robert Orme, a Captain in Braddock's command, noted that the effort of moving such a large army and equipment through the Allegheny Mountains and the forested wilderness beyond was taxing and dangerous. As Orme stated in his diary, "we entirely demolished three wagons and shattered several more descending the Savage Mountain."⁵



SOURCE: The National Park Service; United States Department of the Interior; National Battlefields, Fort Necessity.

THE SIGNIFICANCE OF GENERAL BRADDOCK'S ROAD

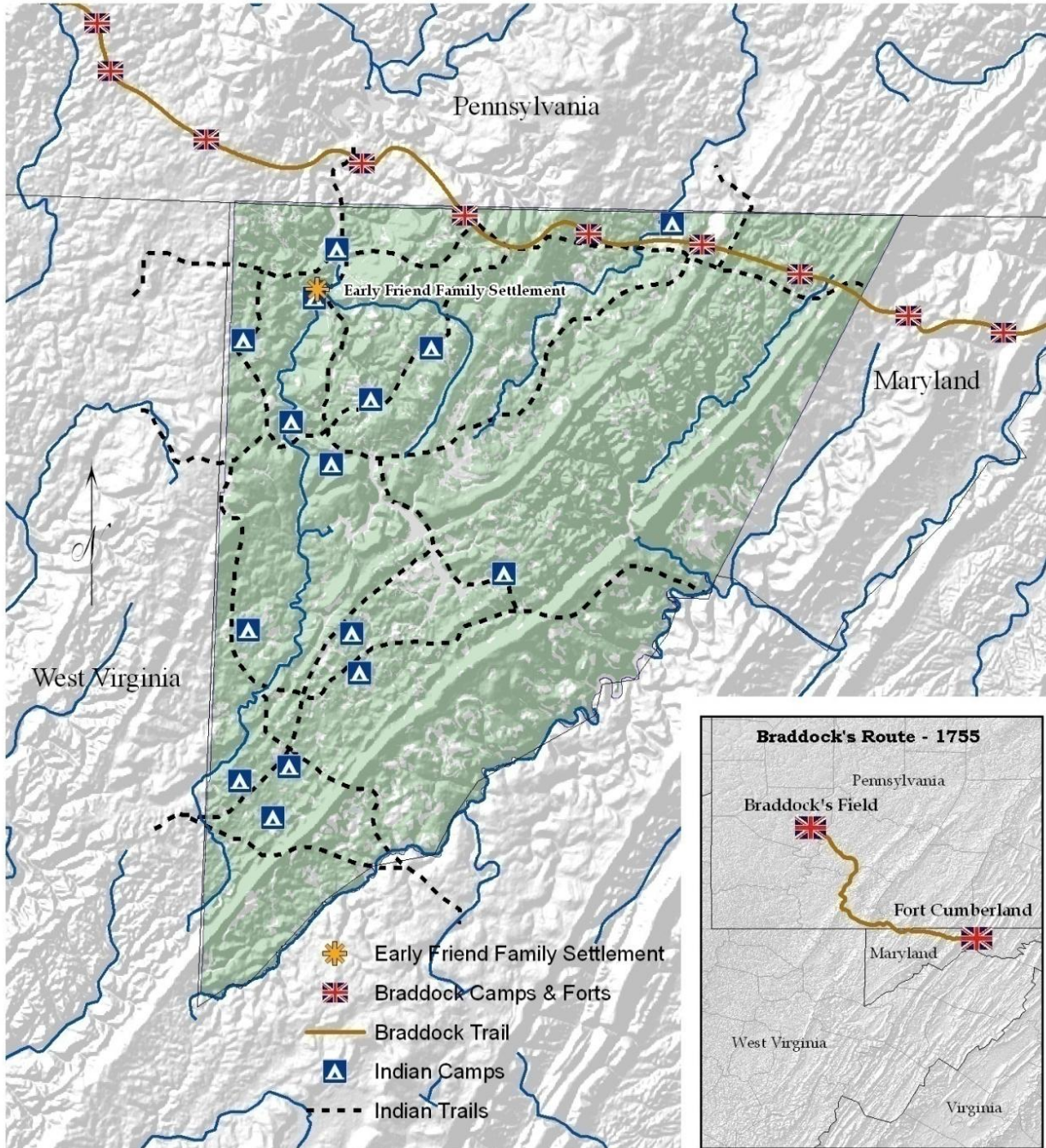
The monumental effort of carving a road out of the mountainous wilderness finally bested General Edward Braddock as his army became bogged-down in the rough terrain of the western frontier. In response, Braddock decided to lead a quick-moving light infantry force forward to engage the French. He was defeated at the *Battle of the Monongahela* in 1755. Braddock died from his wounds and was buried on North American soil with George Washington delivering the eulogy at his funeral.⁶ Left behind were many campsites in Garrett County including the Savage River Camp, the Little Meadows Camp, the Little Crossings Camp (Casselman River), and Bear Camp. But more importantly Braddock left behind a partially cleared road over the Allegheny Mountains to the western frontier lands. Braddock's Road connected the Potomac River at Fort Cumberland with the Monongahela River at Turtle Creek south of Pittsburgh.⁷ From simple Native American trail to a rough route moving men and cannon to engage an enemy, Braddock's Road began a long tradition that would come to fruition with the National Road of 1806 (see Figure 1-1).

⁵ Albert Feldstein, *Postcard History Series: Garrett County* (Arcadia Publishing, 2006), 97 – 98.

⁶ Olsen, *Indian Blood*, 10.

⁷ Terley, *Traveling the National Road*, 1.

FIGURE 1-1: BRADDOCK’S ROAD AND EARLY GARRETT COUNTY SETTLEMENTS



SOURCE: Peter Johnston & Associates

1.5: BUILDING A NATION

Following the American Revolution (1775 to 1783), the early settlement of Garrett County had commenced. The region was already recognized as a prominent link in the east to west transaction and taverns and inns were dotting the landscape near Braddock's old road. One of the first was the *Stone House Inn* (circa 1775) built on the western slope of Meadow Mountain, where the future President George Washington stayed in 1784.

During the period prior to the Revolutionary War, there was increased interest in the forested lands of Maryland's west. Much like the Daniel Boone's of their time, settlers had begun a pilgrimage to create new homes and lives in the rich areas of the western frontier. It was during this time that the earliest settlers forged their way up the Potomac River to the lush valleys of Garrett County.

EARLY SETTLEMENT AND THE WAR FOR AMERICAN INDEPENDENCE

European Settlement of Garrett County: The first of these settler families were John Friend, his brother Andrew, and their wives and children.⁸ The Friends were Swedish by descent and originated from the old Delaware Colony in the 1600's.⁹ The Friends obtained a Shawnee village along the Youghiogheny River.¹⁰ They were the first residents in Garrett County, building log houses, which eventually became a permanent settlement. The modern day town of Friendsville in Garrett County is named for the Friend Family and much of their history is described in Evelyn Olsen's book, *Indian Blood*. Other settlers soon followed the Friends such as Joseph Tomlinson, who built a large house along Braddock's Road.¹¹ Tomlinson later opened and operated an Inn along the road, the Red House Inn, starting a tradition that would reach its crescendo with the height of the National Road. George Washington stayed at Tomlinson's Inn during his trips to the Ohio Valley.¹²

Taming a Fertile Land: Garrett County was an area "teeming with wildlife."¹³ Old growth forests covered the region and later provided raw lumber for building the emerging United States. Recalling an old story passed down from generation to generation, Evelyn Olsen stated that: "The sturgeon were 75 to 150 pounds in weight and made enormous leaps, clearing Great Falls and bounding up the River to spawn. Once in Revolutionary times, a sturgeon broke the thigh bone of an army officer, who was seated on the gun-whale of a ferryboat."¹⁴ Even the discovery of Ginseng roots proved to be a precious commodity. Ginseng was "attributed with great medicinal powers" and "would bring a high price in the Oriental market."¹⁵

⁸ *Garrett County Heritage Plan*, 2-4.

⁹ Olsen, *Indian Blood*, 40.

¹⁰ *Garrett County Heritage Plan*, 2-4.

¹¹ *Ibid.*

¹² *Ibid.*

¹³ *Ibid.*

¹⁴ *Ibid.*, 14.

¹⁵ *Ibid.*, 69.

In the late 18th Century, William Deakins and Brooke Beall from Prince George’s County, Maryland surveyed some 682 acres. This area would eventually become the Town of Accident, Maryland through a serendipitous survey mistake. As the story is told, “Beall stated (to William Deakins) that he had already surveyed the same tract of land as Deakins and had his axe marks on the trees to prove it. Deakins replied that they had selected the same land by accident. Beall kept the site and this mutual claim led to the...eventual Town being named Accident.”¹⁶ James and Priscilla Drane were the first permanent white settlers in the Accident area. Their home was a two section combination log house and frame structure built around 1800. Today it is Garrett County’s oldest standing house. The James Drane House has been completely restored to its original appearance.¹⁷ Many of Garrett County’s early settlers located in other areas that were old Indian sites including Underwood; Sang Run; Gortner; Grassy Cabin; Green Glade; Mason Camp; and Promised Land.¹⁸

Garrett County in the Revolutionary War: The Friend Family in Garrett County was among the first to answer the call of duty and throw off the yoke of British imperialism during the American Revolutionary War. In 1775, Captain Augustine Friend was commissioned to command the Colonial Rangers.¹⁹ Fort Friend was established in 1776. “About 20 families lived in Garrett County at the signing of the Declaration of Independence in 1776.”²⁰ John Friend and many neighboring settlers enlisted in the Washington County Colonial Militia’s “Skipton Company.”²¹ The militia of western Maryland became famous for their hardiness and deadly marksmanship with the frontier long-rifle.²² The greatest fear among Garrett’s early settlers was the possibility of Indian attacks while the men fought in the war. However, by this time, the Indian front had moved further west. “While many settlers in Ohio and Kentucky lost their homes and lives, Garrett County settlers escaped the conflict without major casualties.”²³

1.6: CONSTRUCTING THE NATIONAL ROAD

By the early 1800’s, Thomas Jefferson was intent on expanding the new country further west. The Louisiana Purchase of 1803 opened vast amounts of land for settlement and the pioneer rush had begun in earnest. In order to unify the fledgling nation, a series of great transportation projects were enacted. This included the 1806 establishment of the *National Road* by an act of Congress. This would begin one of the most significant periods of Garrett County’s historical development as well as a long association with transportation and resource development.

¹⁶ Ibid.

¹⁷ Ibid, 75.

¹⁸ Ibid.

¹⁹ Olsen, *Indian Blood*, 59.

²⁰ *Garrett County Heritage Plan*, 2-5.

²¹ Olsen, *Indian Blood*, 60.

²² *Garrett County Heritage Plan*, 2-5.

²³ Ibid.

BUILDING THE NATIONAL ROAD

The surveyors of the National Road chose a path that closely paralleled Braddock's Road. Construction began in 1811 in Cumberland. By 1816, the Maryland section of the road was complete. The National Road brought industry such as "milling, mining, blacksmithing, coopering, and mining" to Garrett County.²⁴ Many industries served travelers including stage coach stops, inns, hotels, taverns, shops, etc.²⁵ However, farming was the primary industry in the early 1800's and included corn, buckwheat, flax oats, the raising of livestock, and even the growing of tobacco.



The Casselman River Bridge is located in the Casselman River Bridge State Park. It is an important part of the historic National Road.

SOURCE: Maryland Historical Trust

THE SIGNIFICANCE OF THE NATIONAL ROAD

The National Road was a vital transportation route in early America, essential to create a cohesive transportation system to link the new nation (see Figure 1-2 below). The road was an overland wagon route called the National Pike, connecting Baltimore to Cumberland. It was later expanded by an Act of Congress in 1806 to link Cumberland with western lands beyond the Appalachian Mountains, connecting the Ohio Valley. The National Road increased settlement to Garrett County and brought industries such as "milling, blacksmithing, coopering, and mining".²⁶ Many of these industries were related to serving travelers including stage coach stops, inns, hotels, taverns, shops, and outfitters.²⁷

One of the most illustrious sites along the National Road is the Casselman River Bridge with its great stone arch. The bridge still exists today. It was constructed between 1813 and 1815. It was the technological wonder of its time, the largest single span bridge in America.²⁸ The National Road had its golden years from the 1830's to the 1850's before the full advent of the railroad. The Road hosted some famous presidents and personages including John Quincy Adams, James Monroe, Zachary Taylor, Andrew Jackson, and Abraham Lincoln as well as Davey Crockett the great western hunter, Congressman, and hero of the Alamo; P.T. Barnum of the Barnum & Bailey Circus; and William F. Cody (Buffalo Bill).²⁹ All of these men contributed to the significance of the road as a national treasure.

²⁴ Ibid, 117.

²⁵ Ibid, 30.

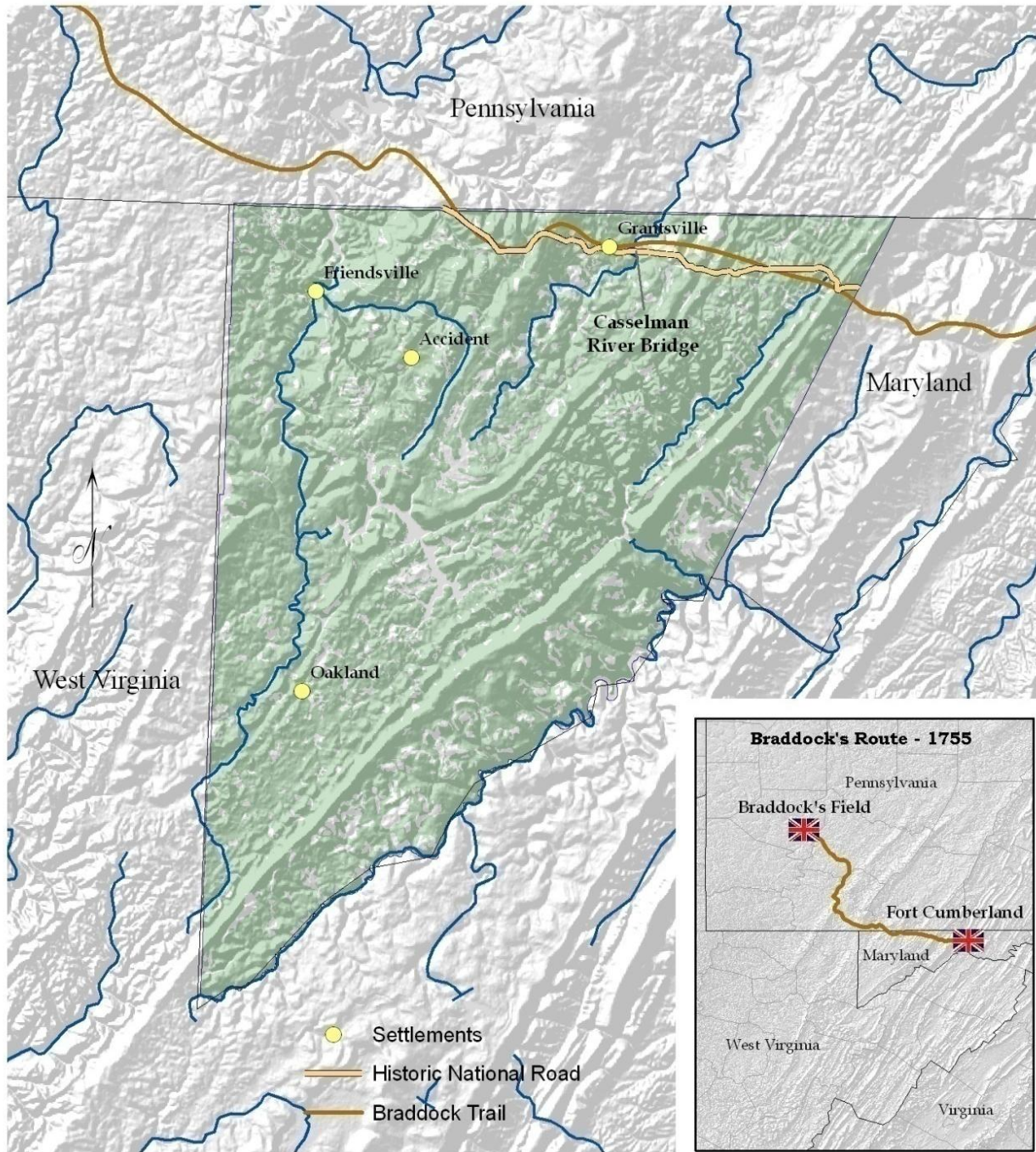
²⁶ Ibid, 117.

²⁷ Ibid, 30.

²⁸ Albert Feldstein, *Postcard History Series: Garrett County*, 101.

²⁹ Ibid, 75.

FIGURE 1-2: THE NATIONAL ROAD



SOURCE: Peter Johnston & Associates

1.7: REBUILDING AMERICA

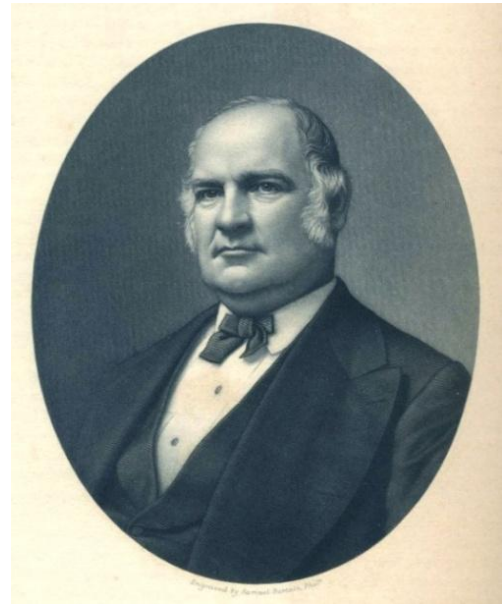
Much of Garrett County's development and settlement was owed first to the National Road and then the burgeoning railroad industry. By the mid-19th Century, the railroad was creating significant changes to the nation. The railroad had replaced the National Road as a faster and cheaper way of travel. It also had begun to accelerate the settlement of western areas and ushered in the modern age of industrialization.

Both the National Road and the railroad would mark Garrett County's future. These transportation routes not only connected local Maryland travelers but also placed Garrett County at the epicenter of a growing nation. The rich natural resources of the region combined with its immense beauty created new industries that would propel Garrett into the 20th Century and beyond.

THE FORMATION OF GARRETT COUNTY

From the 1850's to the 1860's, private interests and the Federal Government had invested huge sums of money in railroad development. This was an important forward step in the development of the Appalachians. It marked the evolution of the nation's transportation system as well as the innovative spirit of the American people, always changing and ever dynamic. The second wave of immigration to the County occurred around 1850, when Amish and Mennonite settlers moved from Pennsylvania to Pleasant Valley and Sunnyside, areas near modern day Grantsville.³⁰ The descendants of Amish and Mennonite settlers still live in the County to this day and occasionally a horse and buggy can be spotted along its highways and rural roads.

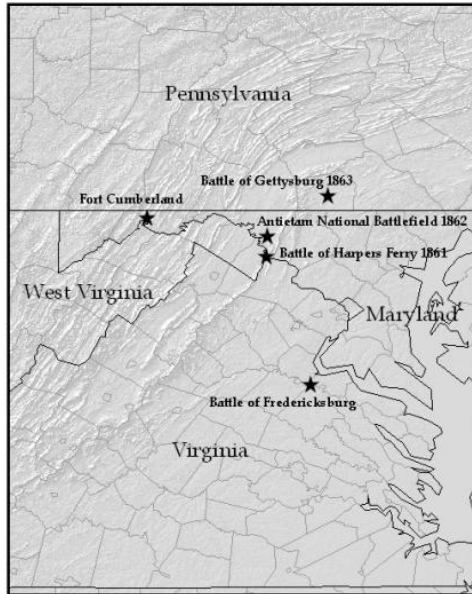
Garrett County in the American Civil War: Garrett County's formation followed one of the nation's most turbulent periods, the American Civil War. Western Maryland had its southern sympathizers but the northern economic hold on the area kept it firmly in the Union camp through the course of the war. Much of the fighting between north and south that directly impacted the Garrett County region was the willful destruction of railroad lines by the Confederates. Railroad lines were a vital supply and communication link for the North and, in fact, helped win the war for the Union. Places like Fort Alice, located near Oakland, were constructed to protect railroad interests.



John Work Garrett (1820 – 1884), President of the B&O Railroad, for whom Garrett County is named.

SOURCE: John Work Garrett. Thomas Scharf, History of Western Maryland, Volume II (J. B. Lippincott & Company, 1882).

³⁰ Ibid.



Two of the greatest battles of the Civil War occurred in close proximity to Garrett County; Antietam and Gettysburg. Antietam was the first major battle of the Civil War. It was fought near Sharpsburg, Maryland along Antietam Creek in September of 1862. It was the bloodiest single day of battle in American history with some 23,000 killed and wounded. The Battle of Sharpsburg provided the cover needed for President Lincoln to announce the “Emancipation Proclamation,” which freed the slaves in the rebellious southern states. The later *Battle of Gettysburg* was fought in July of 1863 near Gettysburg, Pennsylvania. It marked the turning point of the war as a southern invasion of northern areas was thwarted by the Union Army. The Civil War finally ended when General Lee surrendered to General Grant at the Appomattox Courthouse, Virginia on April 9, 1865.

Garrett County Formed from Portions of Allegany County: Directly following the Civil War, railroad expansion provided a “boom” for western Maryland towns like Cumberland in Allegany County. On April 1, 1872, Garrett County was formed from portions of Allegany County with support of then Governor William Pinkey Whyte, according to the ratification process stipulated in Maryland’s Constitution for forming a new jurisdiction. The County was named for John Work Garrett, pictured above, the President of the Baltimore & Ohio (B&O) Railroad. The County was the last to be formed in Maryland and its first Census indicated that 12,175 people lived in Garrett at the time.³¹

THE TOWN OF OAKLAND AS A RAILROAD BOOM TOWN

The Town of Oakland, Maryland would eventually become Garrett County’s Seat of Government in the 20th Century. However, it was first surveyed and settled in the earlier part of the 19th Century. The official Town was not laid-out until 1849, two years before the B&O Railroad arrived in 1851. Once the railroad reached Oakland, it became a boom town and a station was soon established. The Oakland Railroad Station is still a landmark historic site today. Oakland officially incorporated in 1862 just after the start of the Civil War. The railroad allowed Oakland, and many other towns along its routes, to grow and prosper through the late 1800’s into the early 1900’s. With the rise of the coal



SOURCE: Historic photograph “Oakland Train Station” J. G. Farrell Railroad Collection; Garrett County History-Homepage (<http://www.marylandfamilies.com/>).

³¹ Garrett Heritage Plan, 2-8.

industry in neighboring Pennsylvania and West Virginia, the railroads had become an important link for fueling the country with new energy resources. Coal still travels a similar route through Oakland today, as it has done since the early 20th Century.

Oakland still has a well developed historic downtown. Shops line the streets, just as they did in the 19th Century, and provide for the daily needs of residents as well as visitors to the area. Banks, restaurants, a post office, and even a Five & Dime Store were all located along Oakland's historic main streets. The current Garrett County Courthouse was constructed during the turn of the century between 1907 and 1908. It is located atop "Courthouse Hill" and was constructed in the Neoclassical style. The Courthouse was designed by J. Riley Gordon, a prominent New York architect.³²

1.8: THE RISE OF THE RESORT TOWN



SOURCE: Historic photograph "Inside the B&O Passenger Car" J. G. Farrell Railroad Collection; Garrett County History-Homepage (<http://www.marylandfamilies.com/>).

By the late 19th Century, the railroad brought an unexpected industry to Garrett, the "Mountain Resort Getaway." The Industrial Revolution was creating a degree of wealth not seen in previous history. It allowed for the middle classes to enjoy more leisure time. Like the great lake camps of New York's Adirondack Mountains, Garrett County served a similar role for Maryland. By the late 1800's, passengers could board a train in close urban areas and vacation in the lush mountains and valleys of Garrett County. The combination of natural beauty, crisp mountain air, and

clean water brought many travelers to the area and led to the creation of Garrett's resort towns. It also marked the "last wave of major immigration into the County" from 1850 to approximately 1920.³³

THE SIGNIFICANCE OF GARRETT COUNTY'S RECREATION AND RESORT INDUSTRY

Deer Park: The most popular of all of Garrett County's resort areas was Deer Park. It was located approximately five miles from Oakland. Deer Park was the first of Garrett's summer resorts built by the B&O Railroad on the summit of the Allegheny Mountains some 2,800 feet above sea level.³⁴ John Work Garrett maintained a residence in the area as well as many other wealthy and prominent people of the day. The most famous historic site in the area was the Deer Park Hotel, a "Swiss alpine-style" building

³² Ibid, 11.

³³ *Garrett County Heritage Plan*, 2-9.

³⁴ Albert Feldstein, *Postcard History Series: Garrett County*, 57.

constructed in 1872 “under the watchful eye of John Work Garrett.”³⁵ The Deer Park Hotel officially opened in 1873 with 104 rooms, a parlor, dining room, reading room, as well as a laundry, bakery, kitchen, and servant’s quarters.³⁶ Later additions included a billiards room, four bowling alleys, two swimming pools, a music pavilion, tennis courts, and a golf course. The Hotel was so successful that later additions doubled its size until it became a sprawling resort complex. The stock market crash of 1929, combined with dwindling patronage and the onset of World War II, caused a decline. The hotel would be demolished in 1942 for its lumber.³⁷ During its heyday, however, the Deer Park Hotel hosted Presidents Ulysses S. Grant, Benjamin Harrison, Grover Cleveland, James Garfield, and William McKinley.

The Town of Deer Park was incorporated in the 20th Century and many fine cottages and summer houses still exist from the resort period. The Deer Park Hotel’s “Cleveland Cottage” was named for President Grover Cleveland, who spent his honeymoon in the area.³⁸ Pennington Cottage, now the Deer Park Inn, was built by a Baltimore architect working for the B&O Railroad. “Boiling Spring,” located in the Deer Park area, “was developed by the B&O Railroad in 1873 as one of the finest natural springs in the country.”³⁹ The spring is the “original source” for Deer Park Water, which is still sold in stores today.⁴⁰

Mountain Lake Park: In 1881, four businessmen from Wheeling West Virginia purchased 800 acres between Oakland and Deer Park. They established a Methodist resort founded on Christian principles and modeled after *Chautauqua Lake* in New York.⁴¹ The purpose was to train ministers, educate lay leaders of the church, and enjoy the relaxation offered by the scenic pastoral environment of Garrett County.⁴²

The “Mountain Lake Park Christian Resort” would later become the Town of Mountain Lake Park, which was “laid-out” in 1882 and later incorporated in 1931. Unlike nearby Loch Lynn Heights, the sins of vice, including dancing, drinking, and gambling, were forbidden.⁴³ Along with the Town of Oakland, Mountain Lake Park boasted many of Garrett County’s most important Victorian structures. This included inns, hotels, homes, cottages, and rest homes, some of which still exist today. The most prominent sites and structures included the Mountain Lake Hotel, the Mountain Lake Park Assembly Hall, and the Bashford Amphitheater (1899). The Amphitheater had a seating capacity for 5,000 people and hosted many famous personages of the late 19th and early 20th Centuries including William Howard Taft, William Jennings Bryan, and Mark Twain.⁴⁴ It was razed in 1946. Like the Amphitheater, unfortunately many of Mountain Lake Park’s important historic structures have been lost to time, having been burned or destroyed in the latter part of the 20th Century.

³⁵ Ibid.

³⁶ Ibid.

³⁷ Ibid, 59.

³⁸ Ibid, 60.

³⁹ Ibid.

⁴⁰ Ibid.

⁴¹ *Garrett County Heritage Plan*, 2-8.

⁴² Albert Feldstein, *Postcard History Series: Garrett County*, 37.

⁴³ *Garrett County Heritage Plan*, 2-8.

⁴⁴ Ibid, 46.

Loch Lynn Heights: Loch Lynn Heights was originally founded in 1882, developed in 1894, and incorporated in 1896 by an official act of the Maryland Legislature.⁴⁵ It was the antithesis of Mountain Lake Park. An old saying in Garrett County states, “If you want to sin, go to Loch Lynn, but for Jesus’ sake, go to Mountain Lake.”⁴⁶ Loch Lynn Heights catered to those that wanted to indulge in the sinful past-times of the day including dancing, billiards, and gambling. The Loch Lynn Heights Hotel and its Casino were among the earlier and more important structures in the Town. The original hotel was destroyed by fire in 1918 and the Casino building was demolished in 1987.⁴⁷

1.9: THE MODERN ERA

The modern era ushered in the “Industrial Revolution,” a new wave of European immigration, the *Roaring Twenties*, and the growing prominence of the United States as a world power. It also witnessed the stock market collapse of 1929 and the ensuing “Great Depression” as well as two world wars, increasing racial tensions, and the beginnings of a massive cultural revolution that would spread throughout the nation in the 1960’s and 1970’s.

Garrett County also changed as an uncertain future lay ahead in the years following the turn of the century. The railroad was slowly being replaced by the automobile and traditional industries, such as lumbering and mining, were on the decline. This period provided a new milestone in the County’s historical development, as the region transitioned away from resource based industries toward resource conservation and tourism. Particularly, conservation efforts would mark the County’s future as a vacation destination.



*SOURCE: Albert Feldstein, Postcard
History Series: Garrett County.*

RESOURCE BASED INDUSTRIES

Kitzmiller and Rural Villages: By the early 1900’s, lumbering and coal mining had reached their heights.⁴⁸ Saw mills were constructed and many small towns and villages formed around resource extraction locations. This included Kitzmiller, Bloomington, Crellin, Jennings, and Hutton.⁴⁹ Timber was rough sawn and shipped to areas outside the County.⁵⁰ However, by 1915, much of the old growth

⁴⁵ Ibid, 55.

⁴⁶ Ibid, 54.

⁴⁷ Ibid, 56.

⁴⁸ *Garrett County Heritage Plan*, 2-8.

⁴⁹ Ibid.

⁵⁰ Ibid.

forests had been cut down and the industry was on the decline.⁵¹ Coal mining also began to decline as an industry in the early 1920's.

The first major commercial coal mining operation was opened in Bloomington as far back as 1876.⁵² Coal slowly replaced lumber as the County's primary commodity for shipment and coal mining towns were created. Many of the older milling towns would become coal towns such as Kitzmiller. "Coal was a dominant economic force, powering the nation's growing industrial base through the early 1900's."⁵³ In particular, Kitzmiller, and the neighboring rural village of Shallmar, epitomized the rise and fall of the lumber and coal industries in Garrett County. The Great Flood of 1924 ruined the Town as the Potomac River "washed out" the valley. The flood destroyed the coal mining industry and remnants of its destruction can still be seen today. Many local landmarks, including the old Maryland Theater, were razed as part of Maryland's early "flood control construction efforts."⁵⁴ However, the old Kitzmiller historic "Post Office" still stands on higher ground as a testament to the Town's prosperous past.

GARRETT COUNTY WHERE EAST MEETS WEST



Henry Ford, Thomas Edison, Harvey Firestone, and President Coolidge camping near Swallow Falls.

SOURCE: Albert Feldstein, Postcard History Series: Garrett County.

In the past, Garrett County's natural resources were the delight of residents and visitors alike. Investment by the State of Maryland, and local residents, have preserved many of these natural treasures, which are still enjoyed in our modern time. These natural wonders formed an intricate web of scenic areas within the County, playing important parts in its history. Famous personages of the 20th Century such as Henry Ford, Thomas Edison, Harvey Firestone, and President Calvin Coolidge camped in the wilds of Garrett County between 1918 and 1921.⁵⁵

Garrett's Natural and Scenic Wonders: Much of Garrett County's landscape and natural wonders were the result of formations created during the

last Ice Age. Most importantly, Garrett County marks a portion of the "Eastern Continental Divide" at Meadow Mountain, which runs through the County for some 43 miles.⁵⁶ "All rainfall, runoff, streams and rivers on the western side drain into the Youghiogheny River, then the Ohio and Mississippi Rivers and

⁵¹ Ibid.

⁵² Ibid.

⁵³ Ibid.

⁵⁴ Ibid.

⁵⁵ *Garrett County Heritage Plan*, 2-9.

⁵⁶ Albert Feldstein, *Postcard History Series: Garrett County*, 116.

onto the Gulf of Mexico” whereas “drainage on the eastern side flows to the Potomac River and then to the Chesapeake Bay and the Atlantic Ocean.”⁵⁷

Swallow Falls, now a Maryland State Park, is located near the Town of Oakland along the Youghiogheny River. This natural wonder is one of Garrett County’s most treasured sites. According to Albert L. Feldstien in his book, *Garrett County – Postcard History Series*: “As legend has it, Swallow Falls, received its name from pioneer days, when great flocks of cliff swallows dwelled here. Maryland’s forestry program began here in 1906 when two brothers from Baltimore, John and Robert Garrett, grandsons of John Work Garrett, donated nearly 2,000 acres of forest to the state.”⁵⁸

Located in Garrett State Forest near Swallow Falls is Sentinel Rock. Sentinel Rock is sometimes called the “Devil’s Tea Table.”⁵⁹ The high vantage of Sentinel Rock allowed for visitors to see the Youghiogheny River and the surrounding forested landscape for miles. Muddy Creek Falls also is located near Swallow Falls within the State Park. “At 54 feet, it is the largest free falling waterfall in Maryland.”⁶⁰

Herrington Manor Park, located within Garrett State Park, was dedicated in 1964. The Park was named for Abijah Herrington, a Revolutionary War soldier who settled in Garrett County following the war.⁶¹ The park was built in 1933 by the Civilian Conservation Corps under Franklin Delano Roosevelt’s “New Deal” to combat the Great Depression. It includes a 53 acre lake and a three-bay bathhouse constructed on the foundations of the old manor house.⁶²

The modern-day Savage River State Forest hosts the “Governor Thomas Scenic Overlook.”⁶³ Francis Thomas was the Governor of Maryland from 1842 to 1845. Thomas died in Garrett County after moving to the area for retirement. He was killed by a train while crossing the railroad tracks of the B&O line near his home in 1876.⁶⁴ The modern-day Savage River Lodge is nestled in this State forest, surrounded by scenic landscapes, old growth forests, and natural trails and waterways.

The Little Savage Mountain has an elevation of 2,817 feet, providing panoramic views of the countryside. Backbone Mountain has an elevation of 3,095 feet. Located on the same mountain range, Hoyer Crest, named for a significant Garrett County historian Charles Hoyer, has an elevation of 3,360 feet and is the highest point in Maryland.⁶⁵ Eagle Rock, located southeast of the Town of Deer Park, has an elevation of 3,160 feet. The height provides a “panoramic view of the surrounding countryside.”⁶⁶ The Cove, along the present-day Oakland Road, is located near Keyser’s Ridge. This ridge has an elevation of 2,800 feet to 3,100 feet. It provides one of the most picturesque views of the surrounding countryside in

⁵⁷ Ibid.

⁵⁸ Ibid, 118.

⁵⁹ Ibid, 118.

⁶⁰ Ibid, 117.

⁶¹ Ibid, 115.

⁶² Ibid.

⁶³ Ibid, 123.

⁶⁴ Ibid.

⁶⁵ Ibid, 119.

⁶⁶ Ibid, 123.

the County. Scenic farms and well tended fields in the landscape show how man and nature worked together to produce unparalleled beauty.⁶⁷

DEEP CREEK LAKE

Deep Creek Lake, located near McHenry, Maryland, was a man-made body of water created in the 1920's to provide hydro-electric power to the region. "In 1921, the Youghiogheny Hydro-Electric Corporation, a subsidiary of the Pennsylvania Electric Corporation of Johnstown, was granted the right by the State of Maryland to investigate the possibilities of utilizing the Youghiogheny River and its tributaries for the purpose of generating electricity."⁶⁸

Construction began on a dam in 1923 and by 1925 the lake area had begun to fill, creating Deep Creek Lake. When the historic town of Selbysport in Garrett County was completely submerged by the Lake, many historic trails and landmarks were lost.⁶⁹ The Deep Creek Lake Bridge was "fabricated in 1924 by the Bethlehem Steel Company of Pennsylvania" and still stands today.⁷⁰

Tourism in Garrett County: Deep Creek Lake is Garrett's primary tourist attraction. It has a 65 miles shoreline and a "lake surface of over 3,900 acres."⁷¹ The Lake is approximately 12 miles long.⁷² The average depth is about 27 feet and the maximum depth is 72 feet.⁷³ The summer surface temperature of the lake is a cool 73 degrees, making it an ideal place to swim, boat, and water-ski. During the winter months ice depth reaches approximately 18 inches, which provides for a wide-range of winter sport activities as well.⁷⁴

Through the 1940's and 1950's, Deep Creek Lake gained prominence as a popular resort area in Maryland. Small and historic summer cottages were constructed around the Lake, as residential development complimented the natural landscape. In time, lake centered recreation and sports activities grew along with commercial businesses to support tourists and local residents. One very popular pastime was sail-boating, and Deep Creek Lake gave birth to the "Flying Scot," a famous design



Dr. Albert Einstein, the famous physicist, vacationed at the summer home of Dr. Frank M. Wilson (Deep Creek Lake).

SOURCE: Albert Feldstein, Postcard History Series: Garrett County.

⁶⁷ Ibid, 126.

⁶⁸ Ibid, 83.

⁶⁹ Olsen, *Indian Blood*, 252.

⁷⁰ Ibid, 86.

⁷¹ Ibid, 83.

⁷² *Garrett County Heritage Plan*, 2-9.

⁷³ Ibid.

⁷⁴ Ibid, 83.

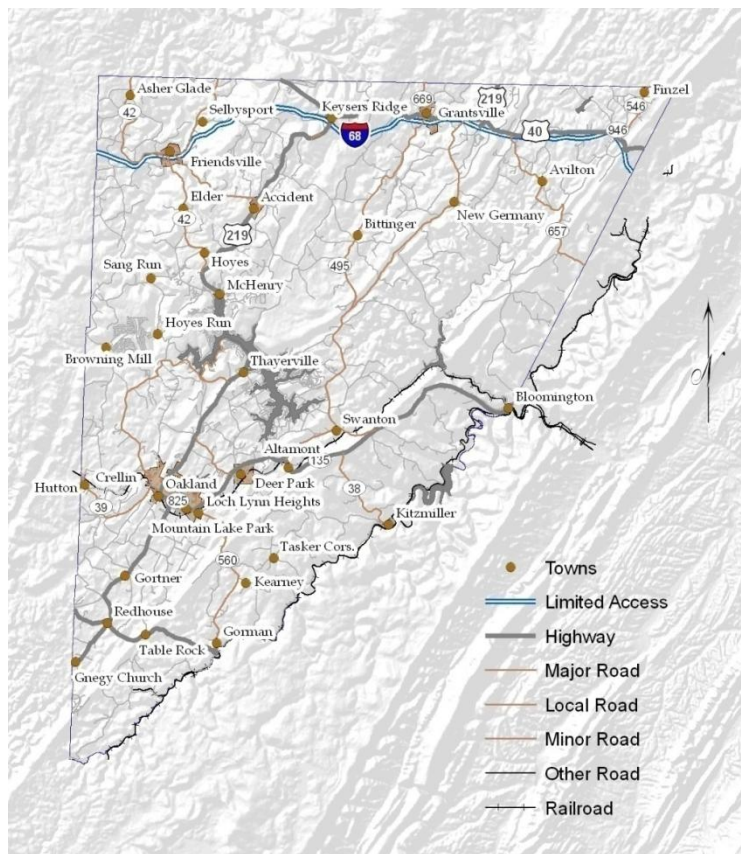
class in the nation.⁷⁵ The Flying Scot was designed by Gordon “Sandy” Douglass in 1957 and soon the Gordon Douglass Boat Company was formed in the County.⁷⁶

Resort type businesses soon followed the creation of Deep Creek Lake in the 1950’s including the original “Will O’ the Wisp” Motel and Resort, the Point View Inn, and later the Village Inn in the 1970’s.⁷⁷ A winter ski area was created in the County by Helmuth Heise in the 1950’s.⁷⁸ It was part of Marsh Mountain, a local pasture farm converted into a make-shift ski area during the winter months.⁷⁹ Heise eventually sold the business, which today is the Wisp Resort at Deep Creek Lake, a four season recreational complex and major tourism draw to the area.

THE MODERN HIGHWAY AND ROAD SYSTEM

In the 20th Century, Garrett County would be linked through a government highway and road system that allowed for broader access to the area. The new highway system provided links to the great transportation routes of the past including Braddock’s Road and the National Road, as U.S. Route 40 was formed along a parallel path. These new transportation improvements brought the County full circle to its very beginnings and highlighted its important history as well as its natural scenic beauty.

Driving for Leisure: Driving for leisure would transform Garrett County into a major tourism destination in the later part of the 20th Century. U.S. Route 40 revived interest in both Braddock’s Road and the old National Road, which linked the country’s eastern and western lands in the early 1800’s. It created the County’s modern circulation system and enlivened its tourism industry.



SOURCE: Peter Johnston & Associates

⁷⁵ Ibid, 88.

⁷⁶ Ibid.

⁷⁷ Ibid, 91.

⁷⁸ Ibid, 95.

⁷⁹ Ibid.

As the motor car moved into full gear, highways and local roads created linkages between Garrett County's many historic sites and its natural scenic areas. This transportation system also linked the County's historic towns. Automobile transportation opened Garrett County fully to the outside world. Famous national sites, such as the Casselman River Bridge, could now be viewed, experienced, and enjoyed by motorists. Access also was provided to resort areas such as Deep Creek Lake and State Parks, which housed many of the County's natural wonders such as Swallow Falls. More than anything, the rise of the automobile, and a fully developed transportation system, allowed Garrett County to experience renewed economic prosperity in the last half of the 20th Century.

THE SIGNIFICANCE OF GARRETT COUNTY IN THE 20TH CENTURY

Garrett County's significance in the 20th Century was two-fold. The County contributed to the Industrial Revolution by providing raw material resources such as timber and coal. The County also contributed to the growing phenomenon of leisure travel. Garrett's many natural areas and scenic wonders provided an idyllic place for people to vacation and enjoy the fresh mountain air. This was enhanced with the development of our nation's modern transportation system network developed after World War II. In many ways, the highway system opened Garrett County up to a much broader audience in the outside world and contributed to the revival of the resort based economy it now enjoys today.

1.10: GARRETT COUNTY IN THE 21ST CENTURY

As Garrett County moved into the 21st Century, resort complexes at Deep Creek Lake such as WISP have become major economic engines for Garrett. In particular, WISP Resorts offers recreation, facilities, and services for all four seasons. This includes fishing, boating, sailing, skiing, and swimming. The regional airport, located in McHenry, Maryland, combined with the County's major federal and state transportation routes, provides easy access for visitors.

REBIRTH OF THE TOURISM INDUSTRY

Deep Creek Lake: Some of Deep Creek Lake's original cottages still exist and are now important historic sites in the County. The Flying Scot sailboat can still be viewed on the Lake today, pursuing a favorite summer pastime, lake boating and racing. Winter recreation and sports have been greatly expanded and WISP Resort offers modern skiing facilities and services still housed on the slopes of Marsh Mountain. Recreation is combined with expanded shopping, accommodations, and dining experiences in the nearby Deep Creek Lake area.

Deep Creek Lake is further supported by the nearby towns of Accident and Oakland, the County Seat. Oakland offers modern shopping convenience and also provides for specialty shops in its historic downtown. Nearby places like Accident offer a local specialty grocery. This business sells local products such as German meats and sausages as well as organic foods. The Drane House (1801) in Accident, one of Garrett's oldest historic sites, still stands today and can be visited by tourists.



SOURCE: Peter Johnston & Associates

The National Road: Along the Old National Road, Towns such as Grantsville and Friendsville, located on U.S. Route 40 Alternate (near I-68), provided important links to the past such as the historic Casselman River Bridge (1813). The Penn Alps Restaurant and Spruce Forest Artisan Village, located near Grantsville on the Old National Road, provides a window into the past. It is a recreation of early pioneer life in Garrett County and an important heritage resource where “one may see native crafts and trades including pottery making, basket weaving, woodcarving, weaving, painting, stained glass, and heirloom teddy bear creations.”⁸⁰ According to the County’s “Maryland Heritage

Area Recognition Application;” *Garrett County Heritage Plan*, prepared by the Urban Research and Development Corporation (URDC) in 2003: “Spruce Forest has preserved the frontier character by collecting and preserving pioneer log buildings from throughout Maryland, Pennsylvania, Virginia, and West Virginia. A period-finished log home and school give the visitor a taste of frontier life. Nearby Stanton’s Mill, the Casselman Bridge, and Drover’s Inn (now the Casselman Inn), with its cast iron road marker, take us back to the days of the National Road.”⁸¹

Tourist Entertainment: In particular, the modern Town of Oakland not only serves as the County Seat but also a major tourist destination, offering festivals and entertainment. The Town’s traditional and charming downtown area provides for unique shopping and dining experiences in the County. The old B&O Railroad Station is now part of a museum complex and gift shop. In addition, the Garrett County Historical Society Museum offers a rare glimpse into the County’s treasured past.



SOURCE: Peter Johnston & Associates

Shopping and dining experiences in Garrett County add to the ambiance of the tourism experience. Places such as the old Pennington Cottage in Deer Park, now the “Deer Park Inn,” provide modern cuisine prepared by a master French chef. The “Oak and Apple Bed and Breakfast” in Oakland provides a quaint place to stay and enjoy the neighboring scenery of the County in comfort and style. Combined with a host of other shops, restaurants, hotels, motels, and B&B’s, Garrett County’s tourism industry is quickly growing into a mature stage.

⁸⁰ *Garrett County Heritage Plan*, 2-11.

⁸¹ *Ibid.*

Much of the successful tourism effort in Garrett County is coordinated by the Chamber of Commerce, which has a large “state of the art” Visitors Center in Mc Henry, Maryland near Deep Creek Lake. Efforts also are supported by local tourism services such as digital information kiosks in most of the major towns. The continued partnership between Garrett County and its towns with the State of Maryland, particularly the Maryland Department of Natural Resources, remains vital for the future success of the Garrett County Heritage Area and the tourism program.

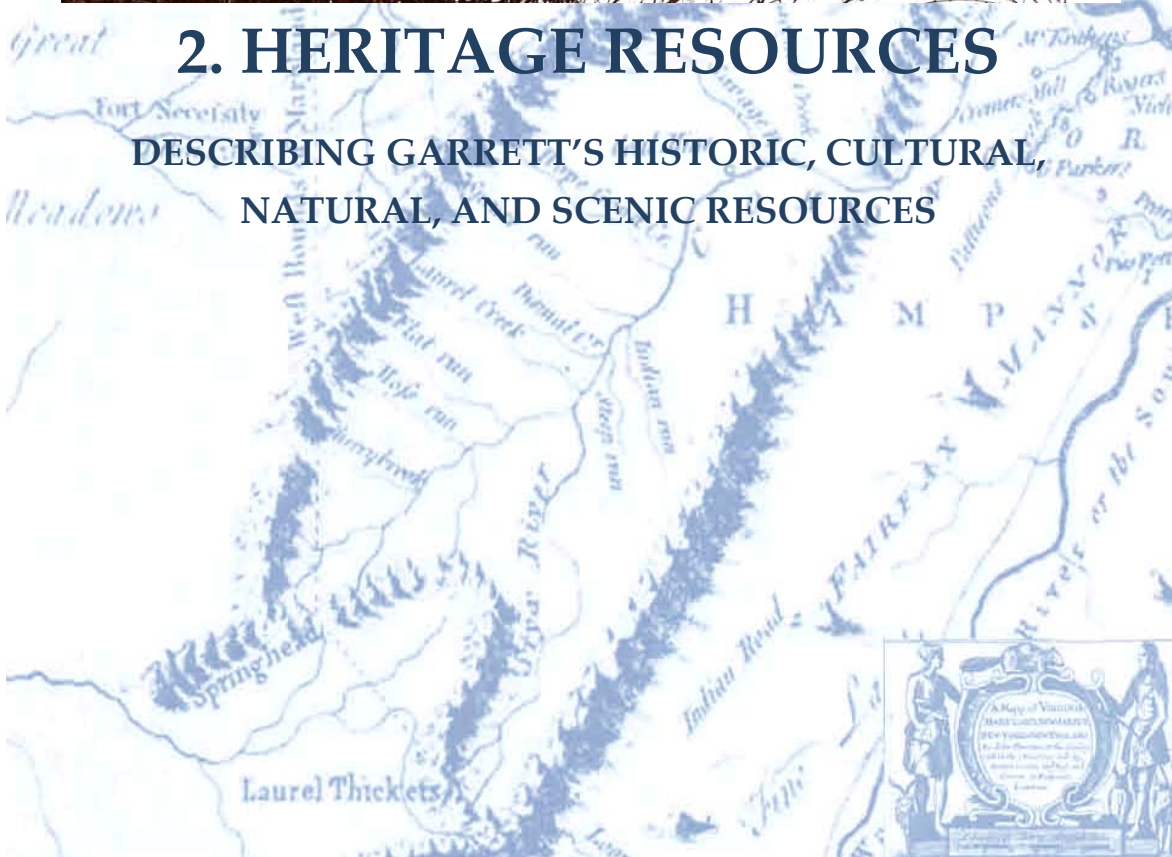
Although, fate and circumstances certainly contributed to the creation and development of Garrett County, it was the rugged individualism of its settlers that turned this frontier area into a thriving world. The County’s history is steeped in trials and tribulations from building lasting transportation routes to the harvesting of natural resources for the advancement of its peoples, the State and the entire country. These efforts were all part of the force that created and united a nation and its peoples. Garrett County is more than Maryland’s western frontier; it is the nation’s gateway to the west, epitomizing America’s pioneering spirit.

GARRETT COUNTY HERITAGE AREA MANAGEMENT PLAN



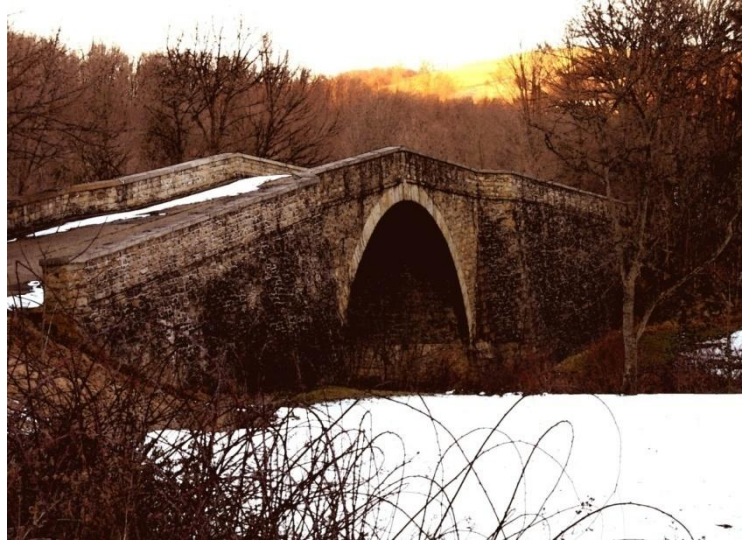
2. HERITAGE RESOURCES

DESCRIBING GARRETT'S HISTORIC, CULTURAL,
NATURAL, AND SCENIC RESOURCES



HERITAGE RESOURCES

Chapter 2 provides a description of Garrett County's heritage resources, which include transportation resources as well as historical, cultural, architectural, archeological, natural, scenic, and recreational resources. All of these combined resources work together to form the basis for Garrett's tourism industry. In particular, heritage resources are the physical sites, structures, and infrastructure for the Heritage Area that assist in telling the story of the Garrett County Heritage Area. They also serve as major attractions.



SOURCE: Peter Johnston & Associates

2.1: SUMMARY

Garrett County is blessed with a multitude of heritage resources. These are all linked by the County's modern transportation system, which includes vehicular access routes (highways, roads, streets, etc.) and pedestrian access routes (trails, waterways, and greenways). It is these linkages that allow people living in neighboring states and counties to travel to Garrett and enjoy the many significant resources in the region. Chapter 2 of the *Garrett County Heritage Area Management Plan* (Heritage Plan) provides the basis for identifying heritage resources, which includes:

- Defining primary physical linkages connecting heritage resources (highways, trails, etc.);
- Describing the importance of heritage resources in the Heritage Area; and
- Describing heritage resources for future preservation and protection.

2.2: TRANSPORTATION RESOURCES

The mountainous topography of Garrett County has provided a challenge for travelers ever since the first settlers entered the region in the mid 1700's. Existing American Indian trails formed the basis for early travel across the area until the creation of Braddock's Road and later the National Road. Over time, wagon roads and trails gave way to railroads and eventually the modern road and highway system with the invention of the automobile. Transportation resources are the physical linkages in the Garrett County Heritage Area that connect heritage resources. They provide a system for tourists and residents to find their way to the many destinations in the Garrett County Heritage Area. These routes can travel highways and roads, town streets, scenic byways, greenways and trails, and bikeways.

PRIMARY AND SECONDARY HIGHWAYS & ROADS



*SOURCE: The Historic National Road Brochure,
Maryland Office of Tourism.*

Primary highways are the most important transportation network in Garrett County. These highways connect travelers and visitors from neighboring counties and states to the County's internal road system. Primary transportation routes include: 1) United States Interstate 68 (I-68); 2) United States Alternate Route 40 (U.S. Rt. 40 Alternate); and 3) United States Route 219 (Rt. 219)

U.S. highways in Garrett County are the principal arterials for transporting people, goods, and services in the Heritage Area. I-68 is the primary transportation route in

Garrett County (highest level of use), connecting to neighboring Allegany County in the east and West Virginia in the west. Connectors to I-68 include Rt. 40 Alternate and Rt. 219. Rt. 40 Alternate provides connections to the Casselman River Bridge and State Park as well as the Penn Alps Spruce Forest Artisan Village. Rt. 219 connects to I-68 as well as Deep Creek Lake and the Towns of Accident and Oakland. These roads owe their origins to Indian trails, Braddock's Road, and the Historic National Road.

Secondary highways and roads in Garrett County include: MD Rt. 495, the more scenic alternate route to 219; MD Rt. 135, which runs east-west connecting Deer Park to Altamont, Swanton, and Bloomington; MD Rt. 38, which connects Kitzmiller to Rt. 135; MD Rt. 42, which connects Friendsville to neighboring towns in Pennsylvania; and MD Rt. 560.

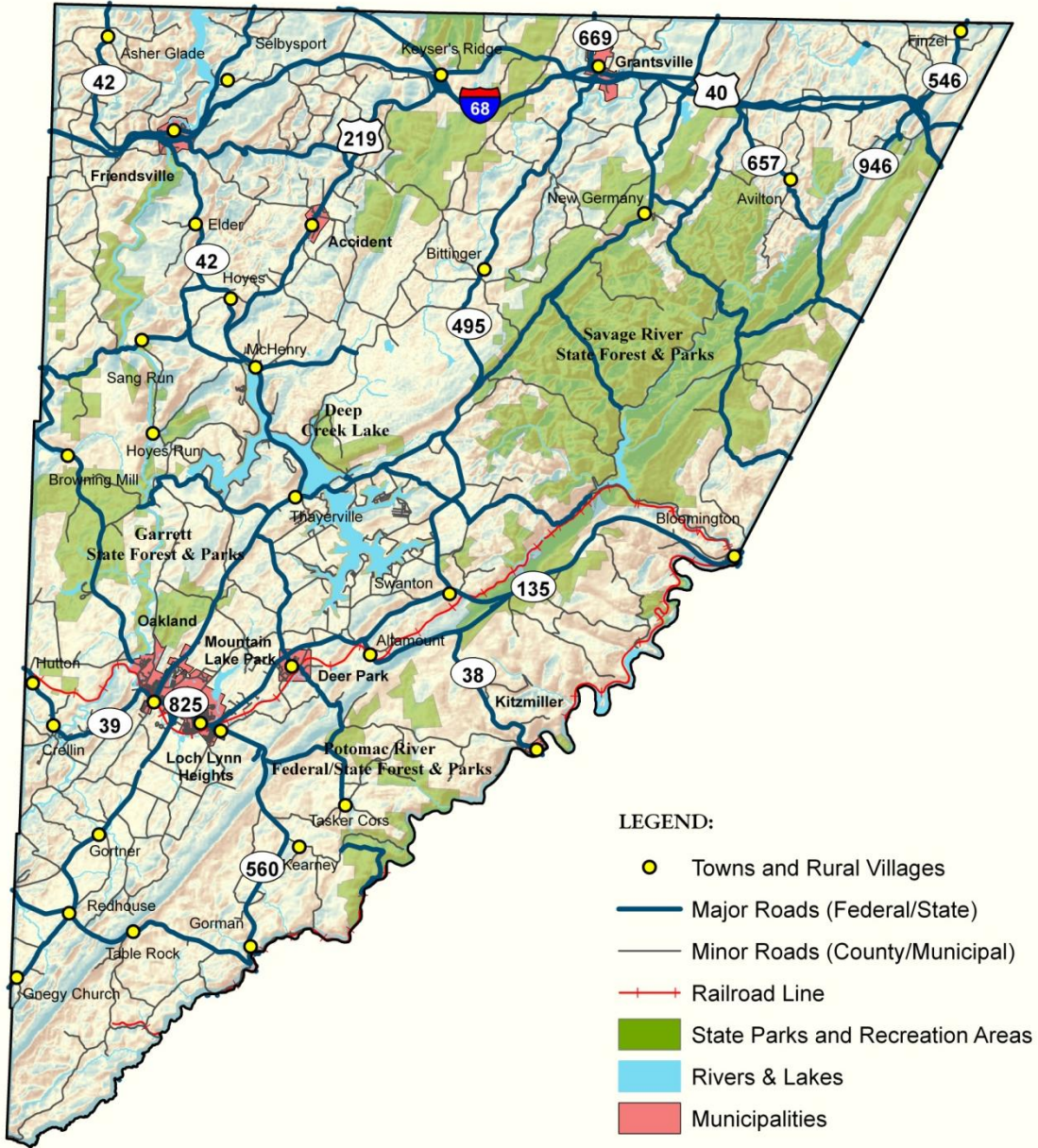
GARRETT COUNTY SCENIC BYWAYS

Maryland's *Scenic Byways Program* is administered by the Maryland Department of Transportation's (MDOT) State Highway Administration (SHA) in coordination with various state and local agencies that promote economic development, tourism, and the conservation and preservation of cultural and natural resources. SHA established the state scenic byways program to enhance quality of life and pride in local communities as well as to enhance visitor appeal by identifying, promoting, and encouraging the responsible management and preservation of the State's most scenic, cultural, and historic roads and surrounding resources.

Scenic byways are core components of the Heritage Plan in terms of transportation, wayfinding, and interpretation. Residents and visitors can use these byways as linkages to large tracts of protected natural lands and other attractions even in the most isolated and scenic parts of the County. Scenic byways are transportation routes that provide scenic views, while also forming the primary physical linkages between heritage area attractions (heritage resources).

GARRETT COUNTY HERITAGE AREA MANAGEMENT PLAN

MAP 2-1: TRANSPORTATION NETWORK - LIKAGES & NODES



The Historic National Road: The Historic National Road Scenic Byway is one of Garrett County's most important physical linkages and heritage resources. The entire byway is 170 miles long running from Baltimore City to the Maryland State Line in Garrett County. Traveling the route takes approximately 4 ½ hours and passes through Baltimore City as well as Baltimore, Howard, Carroll, Frederick, Washington, Allegany, and Garrett Counties. The Historic National Road Scenic Byway is an *All American Road*.

As an important part of Garrett's Colonial history, sections of the National Road were encampments during the French and Indian War, first for Colonel George Washington and later for General Edward Braddock. U.S. Route 40 descends to Little Meadows, where General Braddock's expedition camped in 1755.¹ The Stone House Inn, the Casselman River Bridge, as well as the Penn Alps Spruce Forest Artisan Village and historic Stanton Mill are all located near the route. Other prominent historic areas include the Towns of Grantsville and Friendsville, the location of many hotels and inns along the 19th Century National Road.

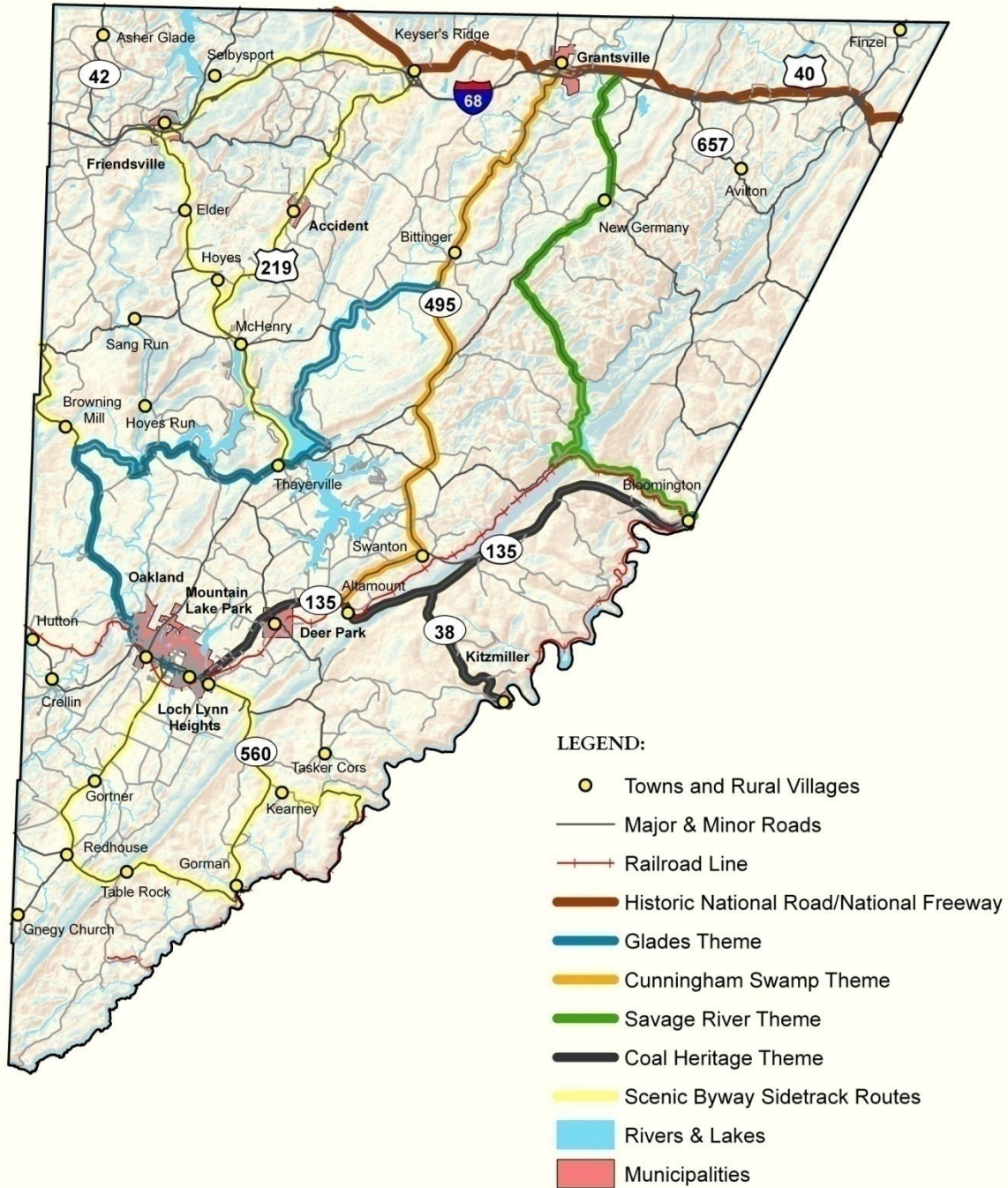
Other Scenic Byways: Maryland's five scenic byways in Garrett County include the National Freeway, the Savage River Road, the Coal Heritage, the Glades, and Cunningham Swamp. These scenic byways are being considered for consolidation as the Mountain Maryland Scenic Byway, a singular theme. This important effort requires the development of a Corridor Management Plan (CMP) with Allegany County, Maryland. Each of the individual scenic byways listed below will be sub-themes under the larger Mountain Maryland Scenic Byway. The purpose of this consolidation is to preserve the original intrinsic qualities of each individual route while also providing simplification and improvement in terms of marketing and economic development. Subthemes on the Mountain Maryland Scenic Byway would include the following:

- The National Freeway subtheme extends 85 miles from Hancock, Maryland to Friendsville on I-68. The unique geology of the Allegheny Mountains can be seen on this highway passage.
- The Savage River Road subtheme is 23 miles and traverses the Savage River State Forest, a 53,000 acre preserve. This preserve contains over 50 miles of foot trails, 10 miles of cross country skiing, and recreational opportunities for boating, fishing, and swimming.
- The Coal Heritage subtheme is 51 miles and highlights mining history, passing by the towns and villages of Bloomington, Kitzmiller, Shallmar, Deer Park, Mountain Lake Park, and Oakland.
- The Glades subtheme is 31 miles and traverses the central plateau of the County, taking visitors from Oakland past Deep Creek Lake to the rural village of Bittering in the north. This route connects the Coal Heritage subtheme with the Cunningham Swamp subtheme.
- The Cunningham Swamp subtheme is 23 miles, passing through ancient bogs and swamps in the Allegheny Highlands. Along this route travelers see the historic villages of Bittering and Swanton.

¹ Ibid, 89.

GARRETT COUNTY HERITAGE AREA MANAGEMENT PLAN

MAP 2-2: MOUNTAIN MARYLAND SCENIC BYWAY



WATER-TRAILS, GREENWAYS, TRAILS, & BIKEWAYS

Waterways, greenways and trails, and bikeways also are important for transportation, wayfinding, and interpretation. Residents and visitors can use these linkages to access towns, interpretive venues, natural areas, and recreation facilities. One key objective of the Heritage Plan is to expand trail offerings and create new trail links. This includes linking the existing trail systems in Maryland to the Allegheny trail system in Pennsylvania (Great Allegheny Passage and Allegheny Trail Alliance).

Water-Trails: Garrett County's waterways were the primary routes of travel for pioneers. Today, rivers, streams, and creeks are used by residents and tourists alike for fishing, swimming, boating, kayaking, and rafting. Garrett County has one existing water trail, the Youghiogheny River, and one planned water-trail for the Potomac River State Forest Area.

Existing water-trails include the Youghiogheny River Scenic Wild Water Trail, which includes resting areas and a destination points along the river. According to the 2005 *Garrett County Land Preservation and Parks and Recreation Plan* (LPPRP), a national study determined that the Youghiogheny possesses substantial natural values, especially outstanding whitewater, the impressive scenic beauty of narrow, heavily forested gorges, and excellent trout fisheries. The Maryland Department of Natural Resources (DNR) owns approximately 3,012 acres of land along the Youghiogheny River. It is one of nine scenic rivers in the State recognized in the *Scenic and Wild Rivers Act of 1972*. The Youghiogheny River is the only river classified as wild, noted for its inaccessibility and primitive character. This is a distinction that applies to the river segment that flows from Millers Run to the southern corporate limits of the Town of Friendsville.

Greenways and Trails: The Maryland Department of Transportation's State Highway Administration administers the Maryland Recreational Trail Program (see Table 2-1). This is done in coordination with various State and local agencies to promote economic development and tourism as well as the conservation and preservation of cultural and natural resources.

Greenways and trails are located in the following areas: Garrett State Forest Greenway; Potomac River Greenway; Piney Mountain Trail System; Herrington Manor State Park Trail System; Margraff Plantation Trail System; New Germany State Park Trail System; Savage River Park Trail System; and Polar Lick Trails. Multi-use trails include trails for pedestrians and bicyclists. Some of these trails are designated for off-road vehicle use. Most of Garrett County's multi-use trail systems are located in the Garrett and Savage River State Forest Management Areas. Multi-use trails include the following:

- Piney Mountain Trail System (Garrett State Forest);
- Herrington manor State Park Trail System(Garrett State Forest);
- Margraff Plantation Trail System (Savage River State Forest);
- New Germany State Park Trail System(Savage River State Forest); and
- Popular Lick Off-Road Vehicle Trail System (Savage River State Forest).

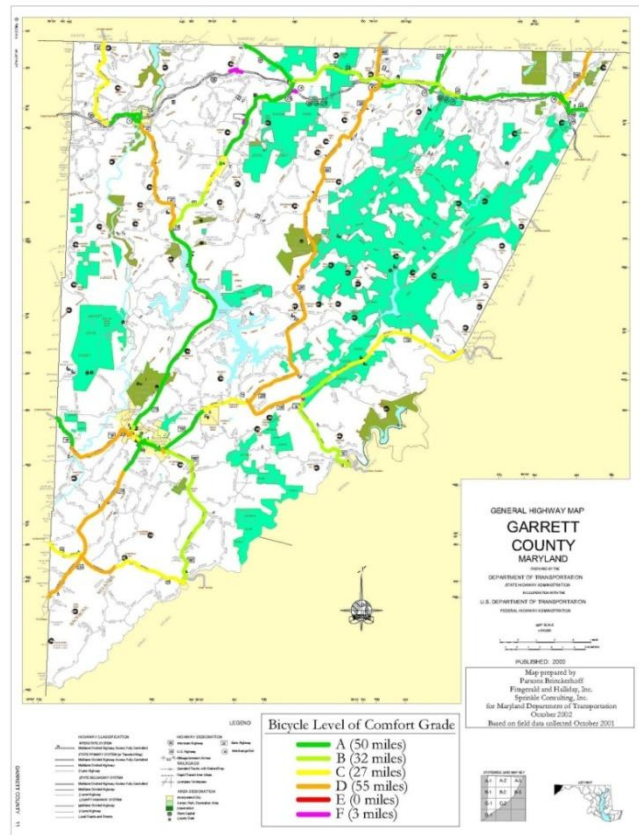
TABLE 2-1: GARRETT COUNTY GREENWAY & TRAIL SYSTEMS		
TRAIL SYSTEM	LOCATION	NUMBER OF MILES IN SYSTEM
Potomac River	Potomac State Forest	11
Garrett	Garrett State Forest	9
Piney Mountain	Garrett State Forest	3
Herrington Manor	Herrington Manor State Park	10
Deep Creek Lake	Deep Creek Lake State Park	4
Swallow Falls	Swallow Falls State Park	2
Savage Mountain	Savage River State Forest	17
New Germany	Savage River State Forest	6
Meadow Mountain	Savage River State Forest	11
Margroff Plantation	Savage River State Forest	8
Negro Mountain	Savage River State Forest	8
Monroe Run	Savage River State Forest	6
Poplar Lick	Savage River State Forest	6
TOTAL		101

Peter Johnston & Associates

*Note: Rudy's Outdoor Adventures at the WISP Resort complex offers direct access to over 25 miles of trails.

Bikeways: The Maryland Department of Transportation's State Highway Administration (MDOT/SHA) has constructed bicycle and pedestrian lanes on approximately 200 miles of State road shoulders in Garrett County. These shoulders range in width from less than 4 feet to more than 8 feet. Bikeways not only provide a transportation lane for bicyclists but also Garrett's Amish and Mennonite populations, which still use horse and buggy to traverse County areas.

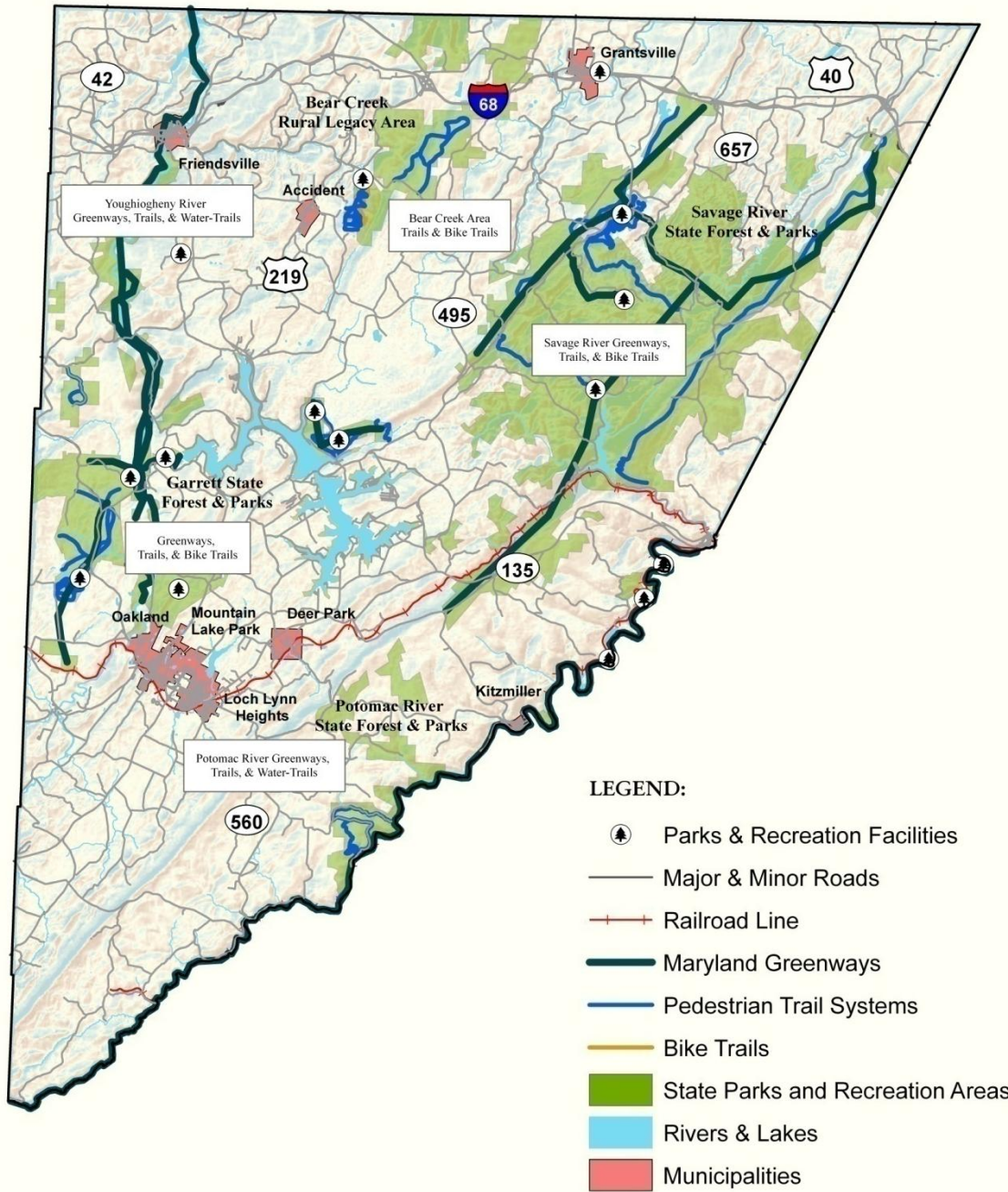
In 2002, MDOT developed the *Maryland Statewide 20 Year Bicycle and Pedestrian Access Master Plan*. The stated goal of the Plan is to "integrate and expand the State's bicycle and pedestrian facilities, creating a connected network of on-road, off-road, and transit-related accommodations. The purpose is to encourage and facilitate increased levels of bicycling and walking and improve access for individuals with disabilities.



SOURCE: *Maryland Statewide 20-Year Bicycle and Pedestrian Access Master Plan*.

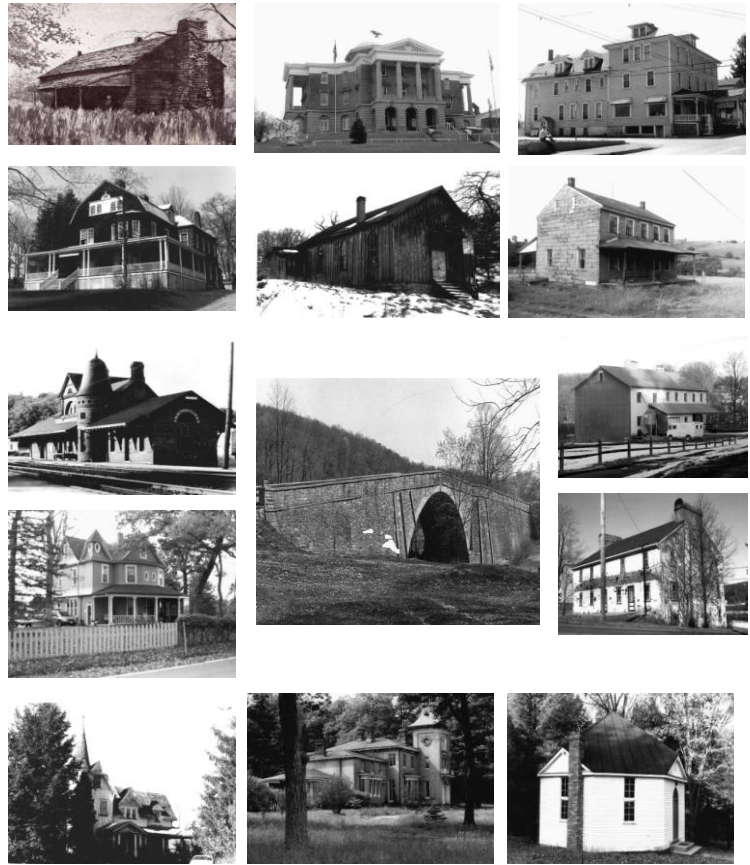
GARRETT COUNTY HERITAGE AREA MANAGEMENT PLAN

MAP 2-3: WATER-TRAILS, GREENWAYS, TRAILS, & BIKEWAYS



2.3: HISTORIC RESOURCES

Historic resources are the physical reminders of the past, providing an important link to Garrett County's shared culture. Garrett County was first settled in the mid 1700's, early in our nation's history. At this time, the land that would become Garrett County was the colonial western frontier and settlers in the region were both ambitious and strong minded. During this period of early settlement many significant sites and structures were created, some of which have survived the test of time and still stand today. These sites and structures make up Garrett County's most important historic resources and should be protected and preserved for future generations to strengthen the Garrett County Heritage Area and the County's tourism program.



SOURCE: Maryland Historical Trust, Historic Photos for Garrett County

Historic structures are important for preserving Garrett County's link to the past, particularly key character defining buildings within the natural landscape. Historic structures support the tourism economy, which is the single largest source of revenue generation for the County. It is important to note that many significant historic structures in Garrett County have been demolished with time and many more are currently endangered. Adverse weather conditions combined with costly improvements have left some structures in a state of severe deterioration. Therefore, heightened preservation is important to save what remains.

NATIONAL REGISTER OF HISTORIC PLACES (NRHP)

Currently, 22 sites in Garrett County are listed on the *National Register of Historic Places (NRHP)*. These include the following sites and/or structures listed in Table 2-2 and shown on Map 2-4. The Casselman River Bridge, along the old National Road, was the first important historic site in Garrett County to be listed on the NRHP, when it was created in 1966. Many other prominent historic sites and structures in Garrett County were listed in the early 1970's (10 sites total). Nine additional sites were listed in the first half of the 1980's and no new sites have been listed for the last 24 years (1985 to 2009).

TABLE 2-2: NATIONAL REGISTER OF HISTORIC PLACES - GARRETT COUNTY (2009)

NRHP HERITAGE SITE	NRHP NUMBER	LOCATION	LISTING DATE
Casselman Bridge; National Road	NR 6	MD Route 40 U.S. Interstate 68 Grantsville	1968
Fuller-Baker House	NR 47	MD Rt. 40 west of Grantsville	1971
*Meyer Site	NR 174	Westernport vicinity	1973
Tomlinson Inn and the Little Meadow	NR 195	MD Route 40 U.S. Interstate 68 Grantsville	1973
Oakland Railroad Station (B&O Railroad Station)	NR 208	Oakland, Liberty Street	1974
*Hoye Prehistoric Village Site	NR 289	North of Oakland	1975
Borderside	NR 339	Oakland/Westernport Road at Branch Avenue	1975
Garrett County Courthouse	NR 344	Oakland, 3 rd and Alder Streets	1975
Pennington Cottage	NR 377	Deer Park, Deer Park Hotel Road	1976
Bloomington Viaduct	NR 412	Potomac River south of MD Route 135	1976
**National Road Inns	NR 415	MD Route 40 U.S. Interstate 68 Grantsville	1976
**Stanton's Mill and Complex	NR 721	MD Route 40 U.S. Interstate 68 Grantsville	1983
***Mountain Lake Park Historic District	NR 756	Mountain Lake Park	1983
***Oakland Historic District	NR 783	Oakland	1984
Anderson Chapel	NR 796	Swanton	1984
Mercy Chapel at Mill Run	NR 818	Selbysport vicinity	1984
Kaese Mill	NR 831	Accident vicinity	1984
Glamorgan	NR 827	Deer Park vicinity	1984
Creedmore	NR 841	Mountain Lake Park, 510 G Street	1984
James Drane House	NR 849	Accident-Bittinger Road	1985

Source: National Register of Historic Places/Maryland Inventory of Historic Places, Maryland Historical Trust

*Archeological sites of national historic importance.

**National Road Inns includes Main Building at Penn Alps; the Casselman or Drover's Inn; the National Hotel.

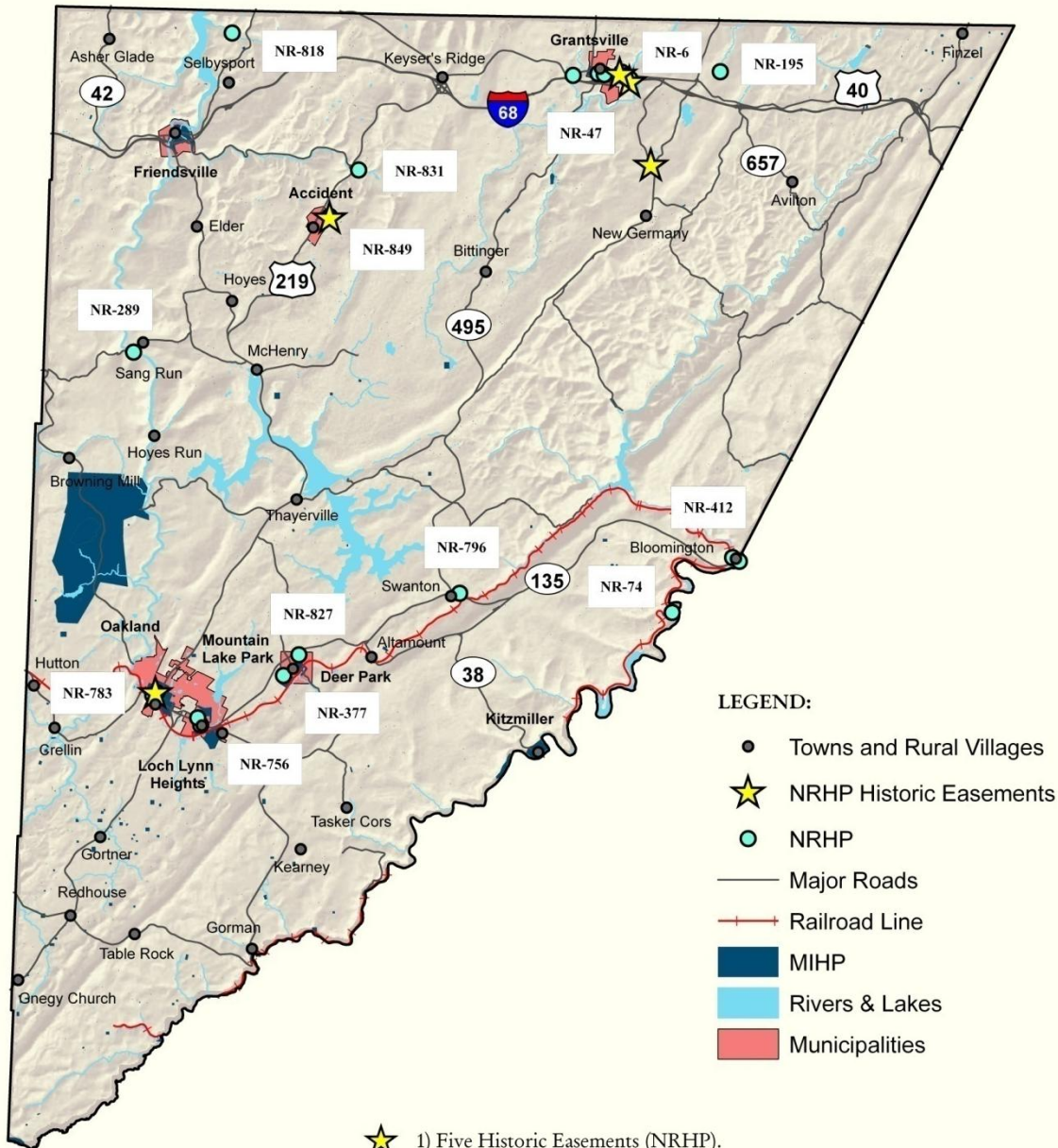
***Historic Districts represent multiple and concentrated historic sites and structures.

MARYLAND INVENTORY OF HISTORIC PLACES (MIHP)

Historic sites and structures are an important man-made legacy for Garrett County, defining character. Such sites and structures are the physical attributes and core historic features of the Heritage Area. Some 1,096 historic sites and structures for Garrett County are listed by the Maryland Historical Trust (MHT) in the *Maryland Inventory of Historic Places* (MIHP). The MIHP forms the larger network of historic resources in Garrett County. The MIHP has a Geographic Information System (GIS) layer that provides for the location of these sites and structures as well as relevant listing information in an attached database. The MIHP can assist in the management of the County's historic resources to achieve the goals and objectives of the Heritage Plan. The highest level of resource concentrations are indicated in County municipalities and along the Old National Road route (Alternate MD Route 40 and I-68).

GARRETT COUNTY HERITAGE AREA MANAGEMENT PLAN

MAP 2-4: HISTORIC RESOURCES



LEGEND:

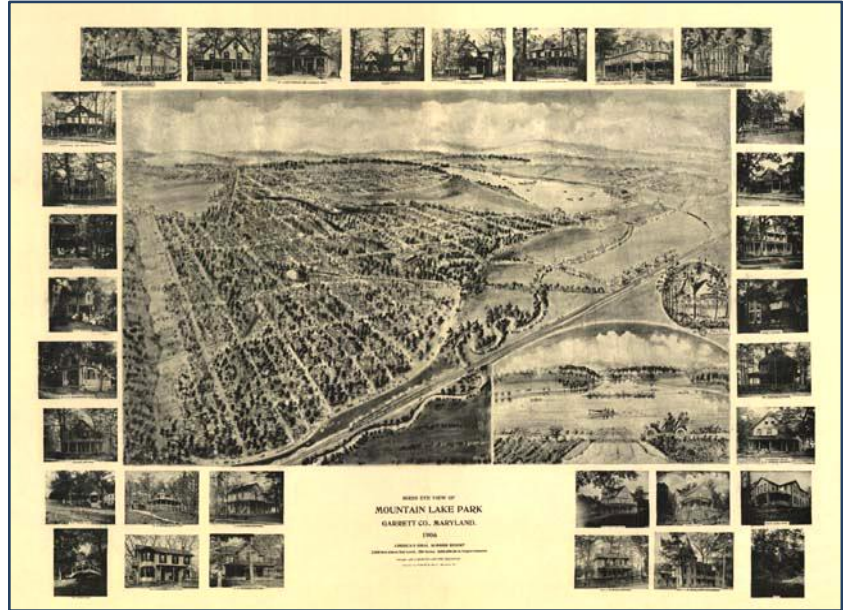
- Towns and Rural Villages
- ★ NRHP Historic Easements
- NRHP
- Major Roads
- +— Railroad Line
- MIHP
- Rivers & Lakes
- Municipalities

- ★ 1) Five Historic Easements (NRHP).
- 2) National Register of Historic Places (NRHP):
22 NRHP Historic Sites/Structures.
- 3) Maryland Inventory of Historic Places (MIHP):
1,096 Historic Sites/Structures.



TOWNS AND RURAL VILLAGES

Garrett County Towns: Garrett County has eight major incorporated municipalities, including: 1) Accident; 2) Deer Park; 3) Friendsville; 4) Grantsville; 5) Kitzmiller; 6) Loch Lynn Heights; 7) Mountain Lake Park; and 8) Oakland. Each town in Garrett County is unique with its own special heritage resources. These resources form the core of the County’s historic and cultural sites and structures. Municipalities in Garrett County were incorporated in the 19th and early 20th Centuries as follows: 1) Oakland (1862); Grantsville (1864); Deer Park (1884); Loch Lynn Heights (1896); Friendsville (1902); Kitzmiller (1906); Accident (1916); and Mountain Lake Park (1931).



Historic Districts, such as the Town of Mountain Lake Park, provide important historic resource concentrations and are a primary component of the Heritage Area.

SOURCE: Town of Mountain Lake Park Panorama, 1906.

TABLE 2-3: GARRETT COUNTY – RURAL VILLAGES	
RURAL VILLAGES	
Altamont	Hoyes
Asher Glade	Hoyes Run
Avilton	Hutton
Bittinger	Kearney
Bloomington	Keyser’s Ridge
Browning Mill	McHenry
Crellin	New Germany
Elder	Redhouse
Finzel	Sang Run
Gnegy Church	Selbysport
Gorman	Table Rock
Gortner	Tasker Cors
	Thayerville

Peter Johnston & Associates

Garrett County Rural Villages: Garrett County has twenty-five (25) unincorporated rural villages, which are located in the County (see Table 2-3). Like towns, some rural villages represent important nodes in the Heritage Area. Rural villages also represent areas where heritage resources often are located and concentrated. Many of the villages are the products of coal, timber, lumber, and milling industries in Garrett County’s historic development.

GARRETT COUNTY HISTORIC DISTRICTS

According to *Article 66B of the Annotated Code of Maryland* (Planning & Zoning Enabling Act), Sections 8.01 to 8.17, “Historic Area Zoning,” local jurisdictions may designate “...boundaries for sites, structures, or districts, which are deemed to be of historic, archeological, or architectural significance.”² Local historic planning allows property owners in designated historic preservation districts to access significant tax credits, low-interest loans, and grants to repair, restore, and/or renovate important historic properties.

² *Annotated Code of Maryland Laws: Article 66B: Planning & Zoning Enabling Act, Sections 8.01 to 8.17: Historic Districts and Zoning.*

Two local historic districts are located in Garrett County in the Towns of Mountain Lake Park and Oakland, the County Seat. Historic Districts are important because they represent areas where historic resources are most concentrated. These are primarily located in municipal area however some County rural villages have resource concentrations. The designation of Historic Districts can assist property owners to meet the financial burdens for the maintenance of old homes through grants, tax credits, and, in some cases, low interest loans from the Maryland Historical Trust (MHT). Valuable heritage resources, located in municipalities, are important economic resources for the growing industry in heritage tourism in Garrett County.

Oakland Historic District: The Town of Oakland Historic District has more than 200 buildings of various architectural styles. Second Street residential buildings date from the late 1890's to the 1920's. These structures exhibit a range of architectural types including Italianate, Second Empire, and Queen Anne to Shingle, Georgian, Revival, and Bungalow styles. This unique mix makes Oakland's Historic District a critical heritage resource. In particular, the Baltimore and Ohio (B&O) Railroad Station is a large Queen Anne structure built in 1884 and listed on the National Register in 1974. The downtown area in Oakland has a range of different historic buildings that primarily serve as local shops and residences.

Mountain Lake Park Historic District: The Mountain Lake Park Historic District is bordered by Oakland Avenue, Youghiogheny Drive, the B&O railroad tracks, and D Street. It contains a unique mix of resort Victorian architectural styles, which were listed on National Register in 1983. The community began in the 1880's as an important center for a *Chautauqua, New York* type religious movement in Maryland. The original resort town includes 145 buildings, many late 19th Century summer homes, which are brightly painted and represent Gothic Revival or rural Queen Anne architectural styles.

HISTORIC CHURCHES & RELIGIOUS INSTITUTIONS

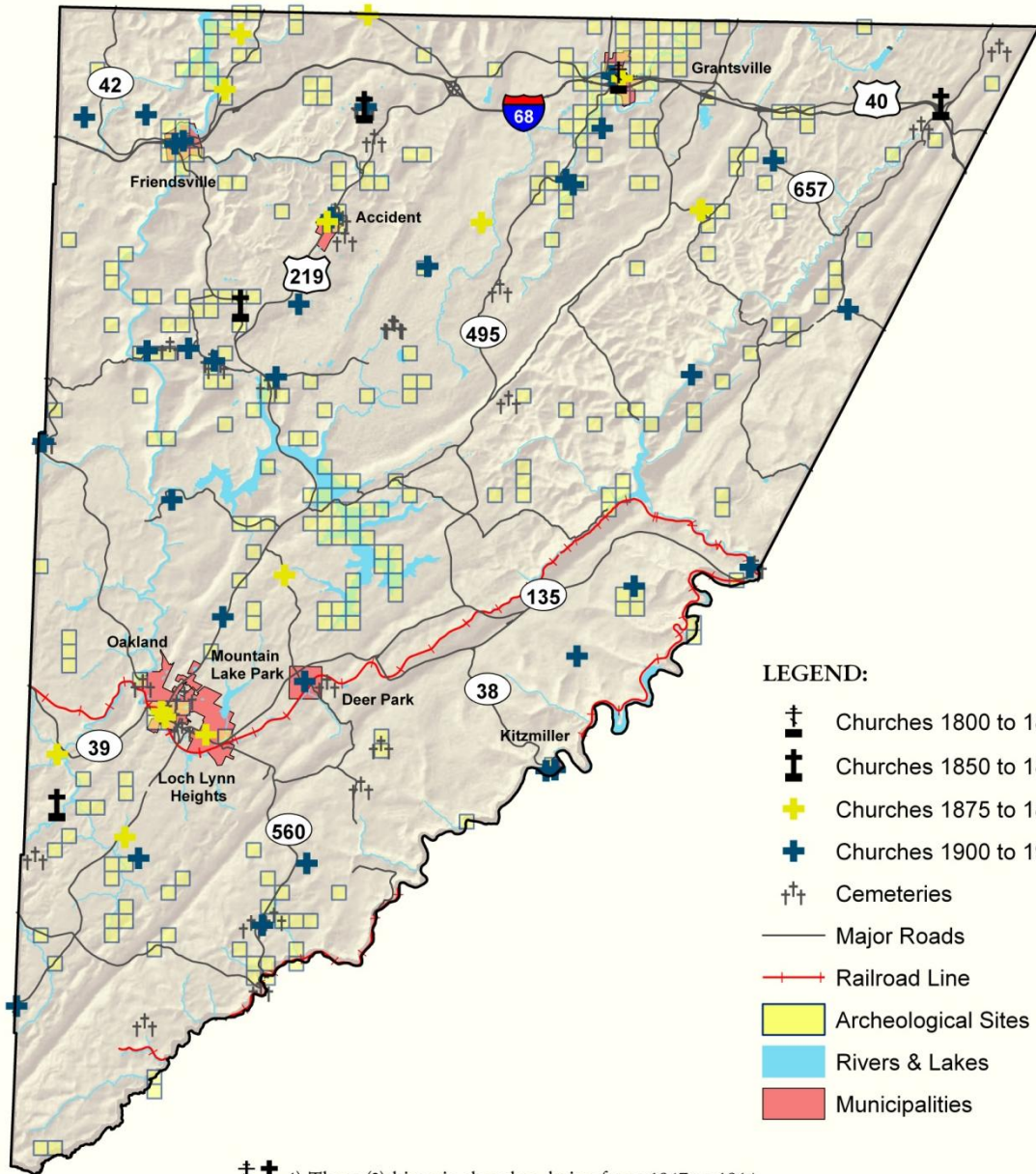
Noteworthy historic features in Garrett County include churches and cemeteries. The largest historical period of church construction began at the turn of the 20th century and lasted around 20 years until 1920. This period of high growth rates and church proliferation coincides with a large wave of immigration from Europe. As shown on Map 2-5 below, Garrett County has 109 historic churches of various denominations. Two of these churches are listed on National Register of Historic Places and include Anderson Chapel (NR-796) and Mercy Chapel at Mill Run (NR-818).

ARCHEOLOGICAL SITES











The State of Maryland lists many archeological resources in Garrett County (see Map 2-5 below). Two special sites are identified in Garrett County including Meyer Archeological Site and the Hoye Pre-Historic Archeological Site as pre-history American Indian sites. In addition, Fort Alice, near Oakland, Maryland, is a Civil War archeological site of great importance not yet listed by the State. Fort Alice is an important archeological site for the Town of Oakland.




GARRETT COUNTY HERITAGE AREA MANAGEMENT PLAN

MAP 2-5: HISTORIC CHURCHES & ARCHEOLOGICAL SITES



LEGEND:

-  Churches 1800 to 1849
-  Churches 1850 to 1874
-  Churches 1875 to 1899
-  Churches 1900 to 1920
-  Cemeteries
-  Major Roads
-  Railroad Line
-  Archeological Sites
-  Rivers & Lakes
-  Municipalities

-  1) Three (3) historic churches dating from 1847 to 1864.
-  2) Sixteen (16) historic churches dating from 1873 to 1898.
-  3) Thirty-two (32) churches dating from 1900 to 1920.



2.4: CULTURAL RESOURCES

Many unique cultures have come together in Garrett County. This includes German, Irish, English, Dutch, and Italian immigrants as well as Amish and Mennonite religious communities, who located in the County in the mid 19th Century. These converging cultures created unique places with interesting histories that should be remembered and highlighted in the County's Heritage Program. Cultural resources present opportunities for education and interpretation.

INTERPRETIVE CENTERS



SOURCE: Peter Johnston & Associates

Interpretive facilities are heritage resources used to “tell the story” of Garrett County. They provide services and can illustrate the region’s distinct character. Often the facilities and the services they provide, bring the past to life through education and awareness programs, exhibits, and celebrations that illustrate a glimpse of historic life, industry, and customs in the region. Artifacts, documentation, exhibits, videos, and oral histories all combine to provide a network of resources for visitors and residents to learn about Garrett County and its surrounding areas. Most importantly, interpretive centers include museums and other facilities that form part of the tourism support infrastructure in the County (see Map 2-6 below). Key interpretive facilities in Garrett County include the following:

Garrett County Historical Museum: Operated by the Garrett County Historical Society, the Garrett County Historical Museum, located in Oakland, Maryland, offers a wide array of historical artifacts from the County’s past. This unique collection spans the entire history of Garrett County exhibited in thoughtful interpretive displays. The Historical Museum’s website also provides a short history of the County authored by local historian and County personality Mr. John Grant. This handout was used for a Garrett County history course taught at the local Community College from 2001 to 2002. The museum serves as both an interpretive and educational facility for the County.

Oakland Baltimore & Ohio Railroad Station: The Baltimore and Ohio (B&O) Railroad Station is located in Oakland, Maryland and is one of the County’s most prominent historical sites. It was constructed by the B&O Railroad in 1884. The Oakland B&O Station is one of the oldest train stations in the country. Facilities include a small gift shop that offers both interpretive materials and local arts and crafts. The Station is surrounded by other historic buildings in downtown Oakland that offer a unique range of shops and services. In 2009, the Garrett County Historical Society assumed management of the Oakland B&O Railroad Station from the Town of Oakland.

Spruce Forest Artisan

Village: Founded by Alta Shrock, who was one of the first Mennonite women to earn a doctorate degree, the Spruce Forest Artisan Village is an arts and heritage center located near the Town of Grantsville just off of U.S. Interstate 68 and Route 40 along the Old National Road. The museum is supported by grants from the State of Maryland and the Garrett County Arts Council. The



SOURCE: Peter Johnston & Associates

The village is composed of a collection of authentic log cabins and historic structures from Garrett County's early colonial period. The site hosts a Village Church and Stanton's Mill. This small historic area showcases the history of Western Maryland. It also provides for many important heritage events and festivals. Craft studios and galleries are open to the public and include the Old Red Barn gift shop, the Fernwood Gallery and Soap Maker, as well as the Penn Alps Craft Shop and Restaurant. The Spruce Artisan Village is one of the County's most important interpretive resources. In addition, the village is advantageously located near U.S. Interstate 68 and Grantsville, Maryland, one of the first stopping areas in Garrett County for travelers.



SOURCE: Maryland Historical Trust

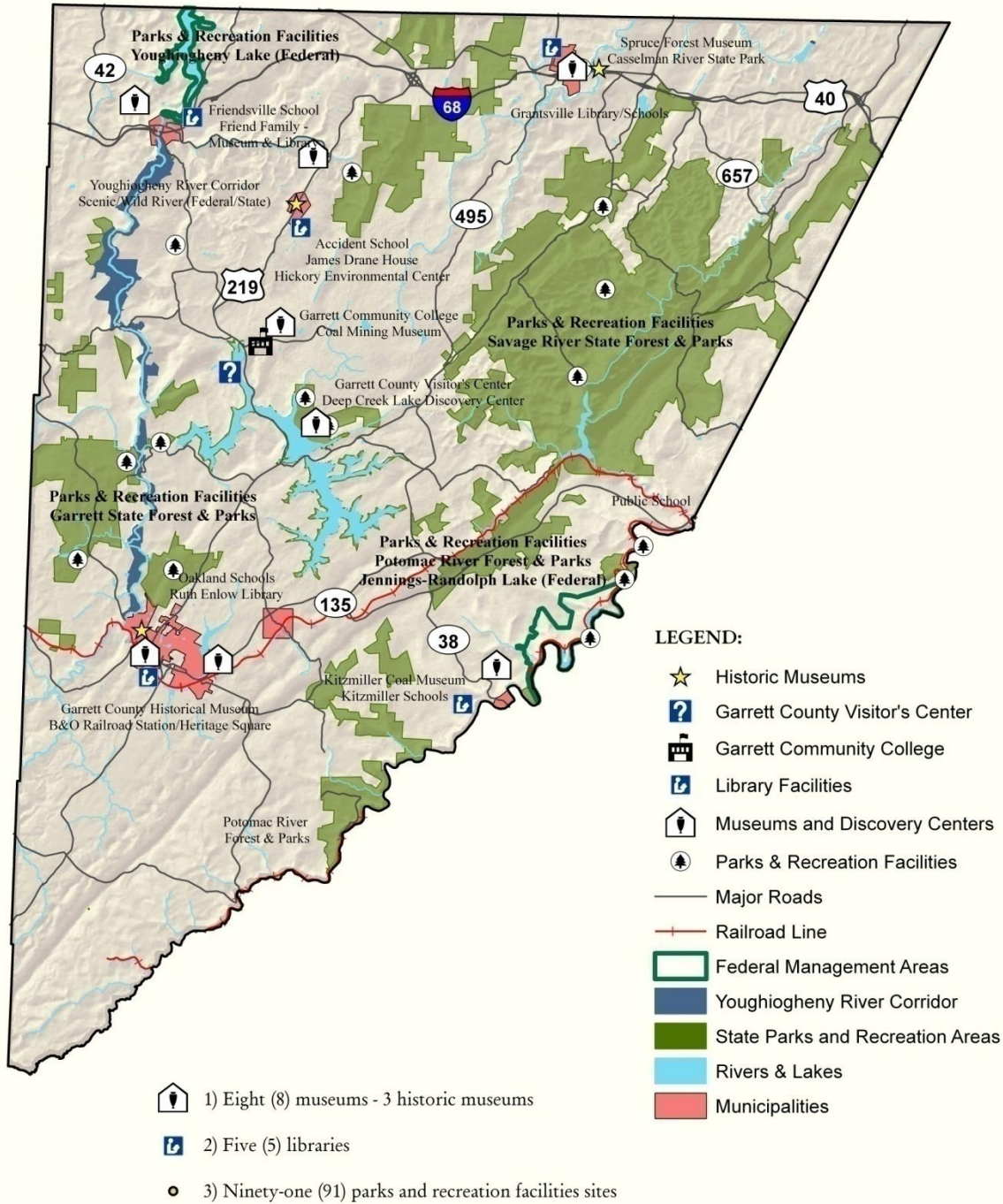
James Drane House: The James Drane House is located near Accident, Maryland. It serves as a period house museum exhibiting early construction methods during the County's initial settlement. According to John Grant, it was one of the first log cabins in the County originally built by William LaMar circa 1797 to 1800. It became the Drane Family home in 1803. Drane originated from Prince George's County intent on building a tobacco plantation. "However, the climate of

Garrett County proved unsuitable for growing tobacco."³ The James Drane House is owned and operated by the Accident Cultural and Historic Society, formed in 1987. The restored building was completed in 1994.

³ History of Garrett County, John Grant, Garrett Community College.

GARRETT COUNTY HERITAGE AREA MANAGEMENT PLAN

MAP 2-6: EDUCATION & INTERPRETIVE RESOURCES



Friend Family Association Heritage Museum: Located in Friendsville, Maryland, the Friend Family Association Heritage Museum is a museum of historical artifacts and genealogical resources, which are located in the library. “John Friend Sr. is considered to be the first permanent settler in Garrett County...coming to Garrett by way of the McCullugh Path from Virginia in 1764.”⁴ The family, including John’s son Gabriel and brother Andrew, located near an Indian Village on the Youghiogheny River (modern day Town of Friendsville). The purpose of the facility is to collect, preserve, and share the history of Garrett County’s first pioneer family with its descendants, who are located all over the country.

Western Maryland Oral History and Coal Mining Museum: Located in McHenry, Maryland, near Deep Creek Lake, the Western Maryland Oral History and Coal Mining Museum is an oral history series offered by the Garrett County Community College. This series includes stories and memories from Western Maryland’s coal mining communities in Alleghany and Garrett Counties. One interesting educational component of the series is that it focuses on female miners and their contributions to the industry and local life.

Kitzmilller Coal Mining Museum: The Kitzmilller Coal Mining Museum, located in the Town of Kitzmilller, is dedicated to featuring historic artifacts and information related to the region’s coal mining history. This includes the Town of Kitzmilller and the neighboring rural village of Shallmar, built on the Potomac River by the coal industry in the early 20th Century. The museum also focuses on the important roles that railroad played in the region.



The Town of Kitzmilller is located in the eastern part of Garrett County along the Potomac River near the West Virginia border. The Kitzmilller area, and the drive along Rt. 38, is among the most scenic.

SOURCE: Peter Johnston & Associates

Deep Creek Lake Discovery Center: The Deep Creek Lake Discovery Center is a Maryland Department of Natural Resources interpretive environmental education center. The 6,000 square foot facility is located near Deep Creek Lake and includes a classroom and conference areas with modern audio and visual technology. The Center provides hands-on exhibits that showcase the natural resources of Western Maryland. The purpose is to educate the public regarding the flora, fauna, and resources of the region including its cultural and historical connections to logging and coal mining. The Deep Creek Lake Discovery Center is one of Garrett County’s most important interpretive resources. Rangers, naturalists, and volunteers provide daily educational programs. Hikes focus on bird-watching and wildlife. Programs focus on wildlife management, Deep Creek Lake, development and conservation issues, as well as boating safety,

⁴ Ibid, 1.

aquatic vegetation, and trail stewardship. The Deep Creek Lake Discovery Center also hosts an aquarium with native fish species and other aquatic species from lakes and rivers in mountainous areas.

Garrett County Chamber of Commerce & Visitor’s Center: The Garrett County Chamber of Commerce is a non-profit organization that provides support facilities and services for businesses and the tourism industry. Membership is comprised of 700 businesses. The Chamber’s primary goal is to foster economic growth. This includes the marketing and advertising of Deep Creek Lake as well as the promotion of recreation and resource offerings in the County. Travel information is offered at a Visitors Center in McHenry, Maryland. Brochures, videos, and other information regarding Garrett’s history and culture also is offered at the Visitor’s Center. In addition, marketing services and a convention and visitors bureau also are offered. The Chamber is a business association supporting economic development, while preserving the quality of life in Garrett County.

Garrett County Arts Council: The Garrett County Arts Council is located near Deep Creek Lake. The Council hosts a gallery for local arts and crafts providers. Assistance through the Council includes grants and an endowment fund for local artisans. Programs and projects include a literary journal publication, periodic workshops, and an annual performing arts showcase. The Council is directly involved in the “Autumn Glory Heritage Craft Fest” and maintains a rotating fine art exhibit at the County’s Chamber of Commerce Visitor Center.

FEDERAL AND STATE FORESTS AND PARKS

Many of Garrett County’s Federal and State Parks maintain facilities and services dedicated to educating the public on the important natural resources in the County. This includes the following State Parks: Big Run, Casselman River, Deep Creek Lake, Herrington Manor, New Germany, and Swallow Falls. Federal parks include the Youghiogheny Lake (reservoir) and Recreation Area and the Jennings-Randolph Lake and Recreation Area. Some of these parks have facilities and services that specifically focus on historical and environmental interpretation and education. Garrett County natural resources are a core component of its heritage resource inventory. Much of Garrett’s unique natural wonders are preserved in these park areas, an important heritage legacy for the County. The Maryland Department of Natural Resources is an important partner in resource that can assist in developing the Heritage Area including stewardship, wayfinding, marketing, and interpretive strategies.



Federal and State Forests and Parks and Recreation Areas are abundant resources in Garrett County and one of the primary draws for tourists to the region. The Maryland Department of Natural Resources is an important partner for the future development of the Garrett County Heritage Area.

SOURCE: Peter Johnston & Associates

2.5: NATURAL AND RECREATIONAL RESOURCES

Anyone who has travelled to Garrett County can recall the beautiful pristine natural areas and scenic vistas located in the County. The low rolling hills, mountains, rivers, streams, and varied valleys of Garrett County have a high degree of scenic appeal for tourists. The most popular landscape features in the area include mountains, cliffs, and other severe surface variations like waterfalls and cascading rapids. Natural and scenic areas, including parks and recreation sites, are one of the strongest components of Garrett County's Heritage Area and its heritage tourism industry.



Garrett County's mountains, forested areas, and scenic wild rivers are a critical component of the region's heritage resource inventory.

SOURCE: Peter Johnston & Associates

NATURAL RESOURCES

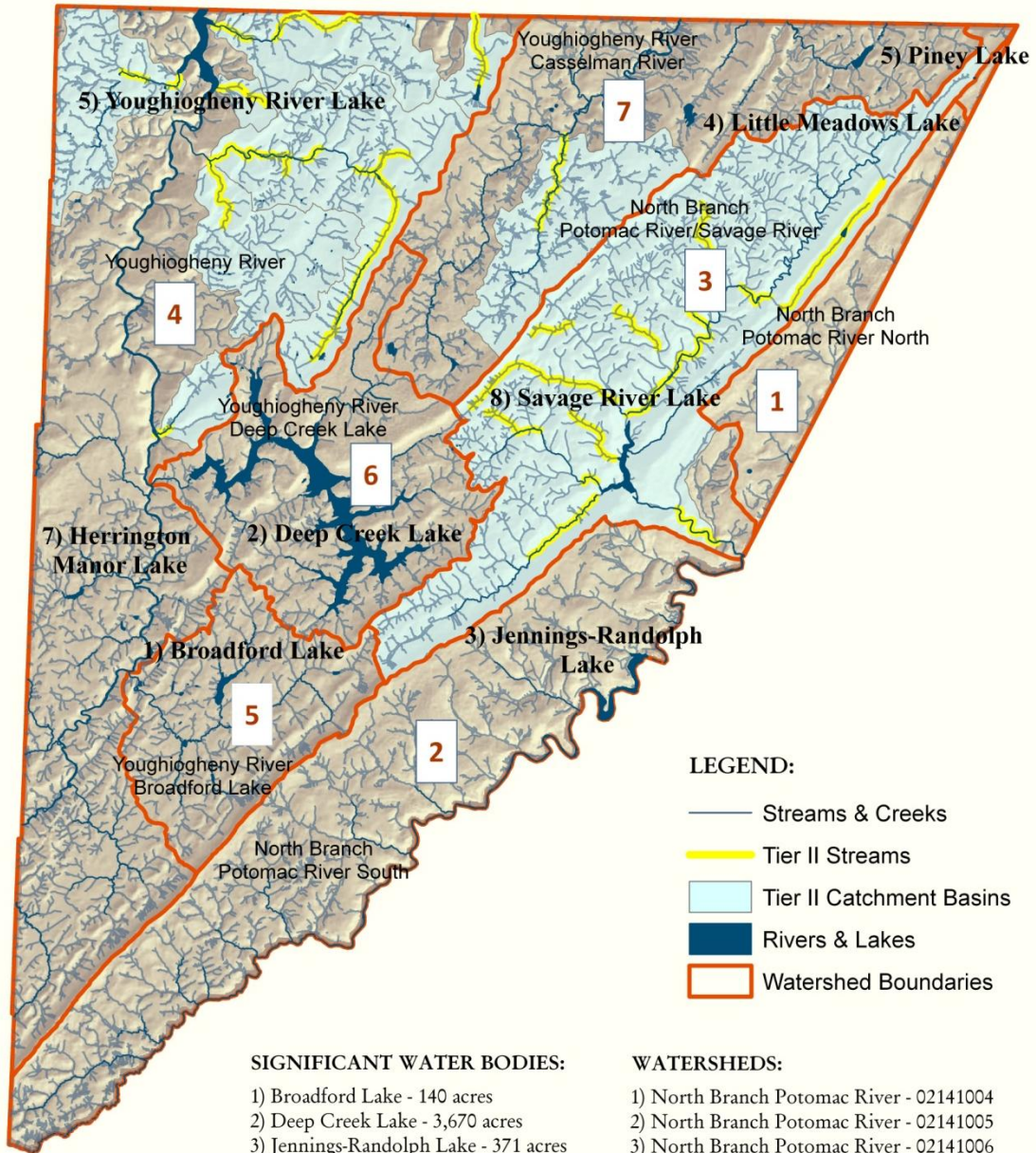
Garrett County's most important heritage attractions are its natural landscapes and resources. These scenic areas are a primary draw for tourism to the region. The clear pristine waters of streams and rivers, as well as the low rolling foothills covered in farmland and forests, rank high on scenic quality evaluations. For this reason, preserving the existing natural features of the County's most appealing areas for visitors is essential to the creation of a successful Heritage Area and Heritage Program.

Water Resources: Water resources include the watersheds, streams, rivers, and lakes in Garrett County. The County is known for its pristine waterways, which provide habitats for plant and animal life as well as recreational resources for residents and visitors. Map 2-7 below shows the geographic location of major water features and smaller tributaries. The areas shaded in blue are classified as Tier II catchment basins indicating that they have high quality waters.

Rivers: There are 4 main river systems in Garrett County. These include the Youghiogheny River, Potomac River, Savage River, and the Casselman River. The Youghiogheny has had significance since the times of Native Americans. The Casselman River is historically significant because of the construction of the Casselman River Bridge in 1813 as part of the historic National Road. The Potomac River has a long history steeped in the early settlement of Maryland and Virginia. It later served as a major transportation resource during booming industrial times. The Savage River is associated with the areas industrial development, as it was used to transport timber, lumber, and coal. The Savage River runs through the 53,000 acre Savage River State Forest and is one of the state's most beautiful natural resources.

GARRETT COUNTY HERITAGE AREA MANAGEMENT PLAN

MAP 2-7: WATER RESOURCES



LEGEND:

-  Streams & Creeks
-  Tier II Streams
-  Tier II Catchment Basins
-  Rivers & Lakes
-  Watershed Boundaries

SIGNIFICANT WATER BODIES:

- 1) Broadford Lake - 140 acres
- 2) Deep Creek Lake - 3,670 acres
- 3) Jennings-Randolph Lake - 371 acres
- 4) Little Meadows Lake - 93 acres
- 5) Piney Dam Lake - 92 acres
- 6) Youghiogheny River Lake - 595 acres
- 7) Herrington Manor Lake - 41 acres
- 8) Savage River Lake - 287 acres

WATERSHEDS:

- 1) North Branch Potomac River - 02141004
- 2) North Branch Potomac River - 02141005
- 3) North Branch Potomac River - 02141006
- 4) Youghiogheny River - 05020201
- 5) Youghiogheny River - 05020202
- 6) Youghiogheny River - 05020203
- 7) Youghiogheny River - 05020204



TABLE 2-4: NATURAL RESOURCE INVENTORY - RIVERS		
RIVERS	LOCATION	ACREAGE
Casselman River (Main Stem)	Grantsville Area	86
North Branch Potomac (Main Stem)	Kitzmiller Area	276
Savage River (Main Stem)	County Area (Savage River State Forest)	502
Youghiogheny River (Main Stem)	Friendsville to Oakland Areas	646
TOTAL ACREAGE		1,510

Source: Maryland Department of Natural Resources – DNR
Peter Johnston & Associates

Lakes: Lakes in Garrett County include Broadford Lake, Deep Creek Lake, Jennings-Randolph Lake, Little Meadows Lake, Piney Dam and Lake, and the Youghiogheny River Lake (see Map 2-7). All of the lakes in Garrett County are man-made. Deep Creek Lake is the most well-known. It is Maryland’s largest freshwater lake and the major heritage attraction for Garrett County. Deep Creek Lake is owned and managed by the Department of Natural Resources as a Natural Resources Management Area. Herrington Manor Lake is the smallest but is significant because it was built as part of Franklin Roosevelt’s *New Deal Program* in the 1930’s. Not only do water resources support local wildlife but they also provide recreational opportunities. For this reason, they are a significant part of Garrett County’s heritage and eco-tourism industry, which is an important part of heritage tourism in general. The Youghiogheny River Reservoir, located in the northwest corner of the County spanning the Mason Dixon line, and the Savage River Reservoir, located at the eastern end of the County are sizable man-made lakes stocked with fish. These are maintained as public recreation areas by the Army Corps of Engineers.

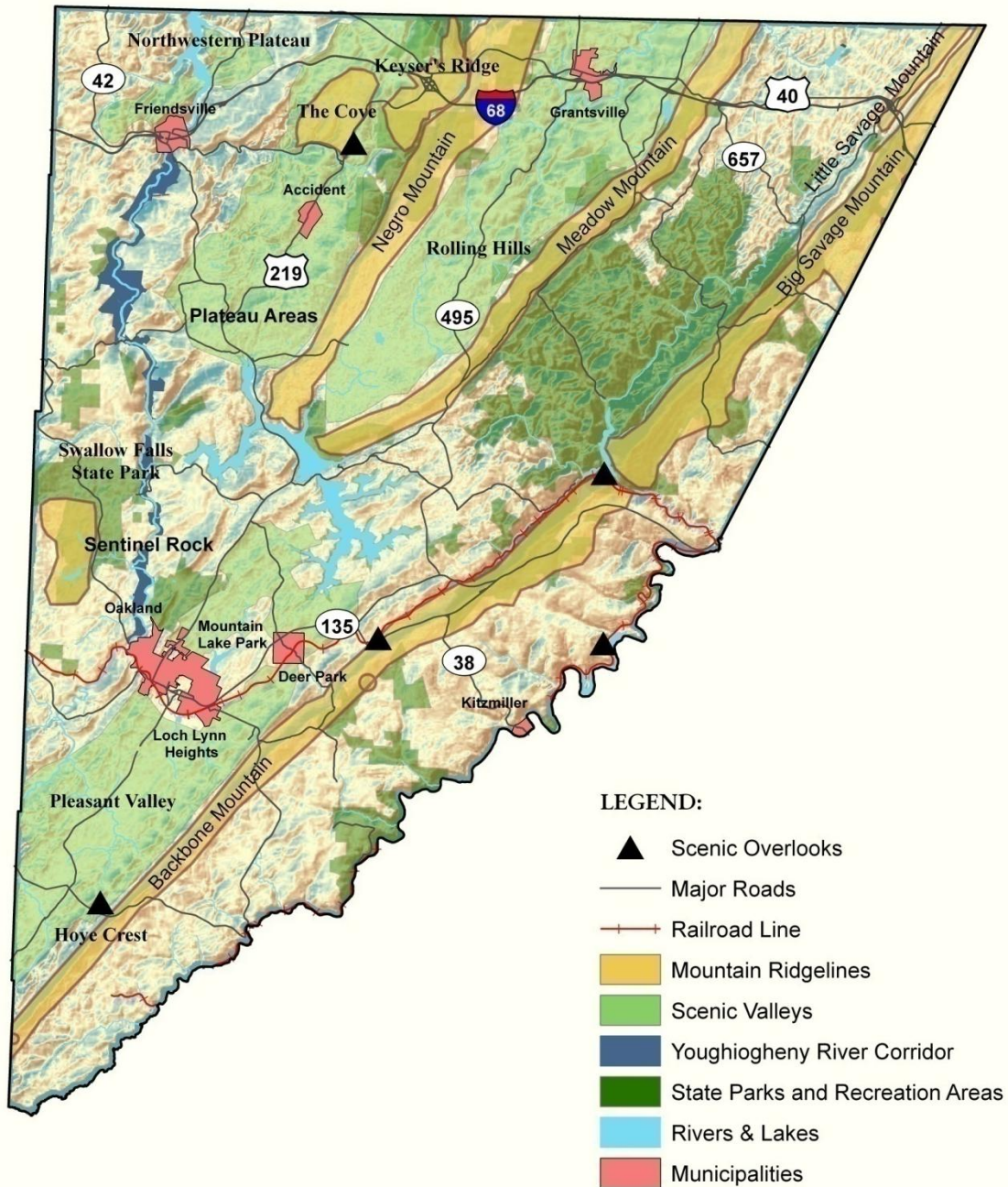
TABLE 2-5: NATURAL RESOURCE INVENTORY - LAKES		
LAKES	LOCATION	ACREAGE
Broadford Lake	Oakland/Mountain Lake Park Area	140
Deep Creek Lake	Accident Area (McHenry Village)	3,670
Jennings Randolph Lake/Reservoir	Kitzmiller Area	371
Little Meadows Lake	Grantsville Area	93
Piney Dam and Lake	Grantsville Area (Finzel Village)	92
Youghiogheny River Lake/Reservoir	Friendsville Area	595
Herrington Manor Lake	Oakland Area	41
Savage River Lake	Grantsville Area (Bloomington Village)	287
TOTAL ACREAGE		5,289

Source: Maryland Department of Natural Resources – DNR
Peter Johnston & Associates

Mountains, Valleys, and Scenic Overlooks: Map 2-8 highlights mountains, valleys, and scenic overlooks. The four prominent ridgelines include Negro Mountain, Meadow Mountain, Backbone Mountain, and Big Savage Mountain. With ridge elevations between 2,800 and 3,300 feet, these mountains are very prominent features in the landscape. Not only can they be seen from far away, but the views that are offered from scenic overlooks are phenomenal. In particular, Backbone Mountain contains the highest point in the State. From these scenic overlooks, the landscape of agriculture, forests, and waterways can be seen from a unique perspective. Some of the most beautiful valleys in Garrett include the farming areas near the Cove and Keyser’s Ridge as well as areas near Meadow Mountain.

GARRETT COUNTY HERITAGE AREA MANAGEMENT PLAN

MAP 2-8: MOUNTAINS, VALLEYS, & SCENIC OVERLOOKS



RECREATIONAL RESOURCES

Garrett County has an abundance of parks and recreation areas as well as natural scenic wonders (see Map 2-9 below). Many of these lands are owned and operated by the federal and/or state governments. Garrett County’s assessment of long range parks and recreation projects is described in the County’s 2005 *Garrett County Land Preservation and Parks and Recreation Plan* (LPPRP).⁵ The purpose of long-range park and recreation planning is to provide recreation areas for underserved populations in the County. New recommended park projects in the County include a park for the northeastern portion of Garrett along Alternate Route 40 as well as a park in the vicinity of the Town of Deer Park. The County’s LPPRP provides cost estimates for short, mid, and long range park projects in Garrett County.⁶

Parks and Recreation Areas: Parks provide recreation opportunities for visitors and residents alike (see Table 2-6). Many of the County’s State Parks are located within or near State Forests. These areas combine to form large and contiguous blocks of public protected land in the County. These protected blocks are linked through greenways, trails, water trails, and the County’s existing road network. Parks also offer visitors access to Garrett’s many natural wonders. Parks and recreation areas total approximately 2,655 acres.

FEDERAL & STATE PARKS	LOCATION	ACREAGE
Big Run State Park	Savage River State Forest	149
Casselman River Bridge State Park	Grantsville Area	3
Deep Creek Lake State Park	McHenry Area	1,167
Herrington Manor State Park	Oakland Area	286
New Germany State Park	Savage River State Forest - Grantsville Area	651
Swallow Falls State Park	Oakland Area	399
TOTAL		2,655

Source: Maryland Department of Natural Resources – DNR
Peter Johnston & Associates

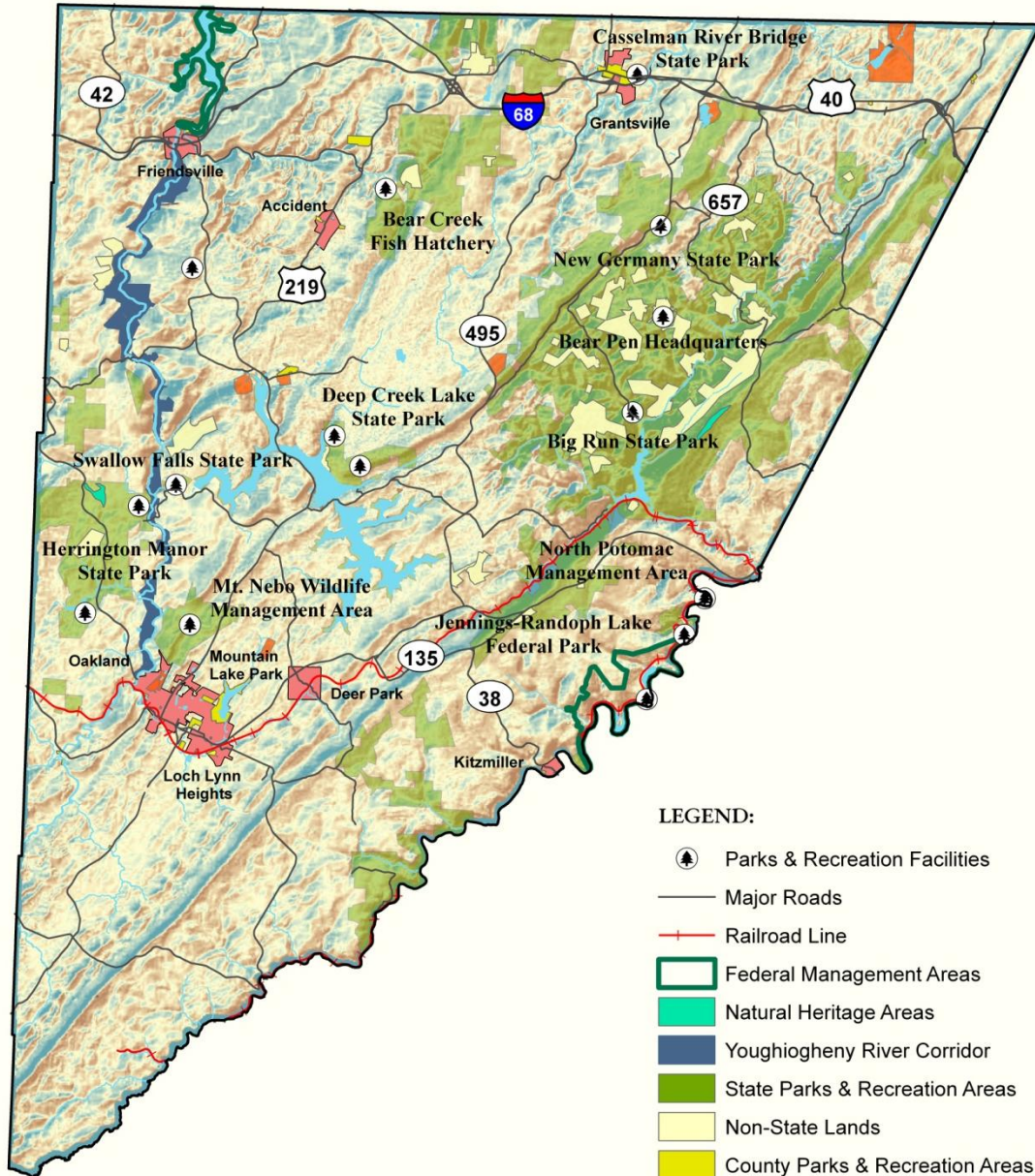
Federal Recreation Land: There are two federally designated National Recreation Areas including Jennings Randolph Lake, which was authorized by the Flood Control Act of 1962. This lake and recreation area is accessible from both Maryland and West Virginia. Federal recreation land also includes the Youghiogheny River Lake, which spans the Mason Dixon Line and covers 2,840 acres in Maryland and Pennsylvania.

⁵ Ibid, 3-24.

⁶ Ibid, 3-34 – 3-38.

GARRETT COUNTY HERITAGE AREA MANAGEMENT PLAN

MAP 2-9: PARKS & RECREATION AREAS



- LEGEND:**
- Parks & Recreation Facilities
 - Major Roads
 - Railroad Line
 - Federal Management Areas
 - Natural Heritage Areas
 - Youghiogheny River Corridor
 - State Parks & Recreation Areas
 - Non-State Lands
 - County Parks & Recreation Areas
 - Other Parks & Recreation Areas
 - Municipal Parks & Recreation Areas
 - Rivers & Lakes
 - Municipalities



State Parks & Recreation Areas: Maryland State Parks include the Big Run State Park, Casselman River State Park, Deep Creek Lake State Park, Herrington Manor State Park, New Germany State Park, and the Swallow Falls State Park. Many of these parks are located in larger State Forests. State parks are popular in Garrett County. Major activities include boating, swimming, fishing, hiking, biking, bird watching, natural heritage tours, picnicking, camping, and general sight-seeing. In addition, State Parks offer a host of public facilities and services important to heritage tourism in Garrett County. This includes discovery centers, information kiosks and outlets, marina facilities and services, camping facilities and services, boat rentals, picnic areas, playgrounds, pavilions, and outfitting stores.

Local Public & Private Parks: Garrett County and municipal parks provide a further array of public recreational facilities and services. County parks include community parks and recreation areas located in rural villages, County areas, as well as public school facilities. Municipal parks and recreation areas are located in the County's incorporated jurisdictions. Private parks and recreation areas are scattered throughout the County.

UNIQUE SCENIC RESOURCES

Natural and scenic wonders are resources in Garrett County having special heritage significance (see Map 2-10 below). These are natural anomalies in the landscape that have produced unique features, which cannot be found in other areas of the nation. These sites provide prominent historic, cultural, archeological, and natural/scenic value in regards to the County's heritage program. Natural wonders include the following:

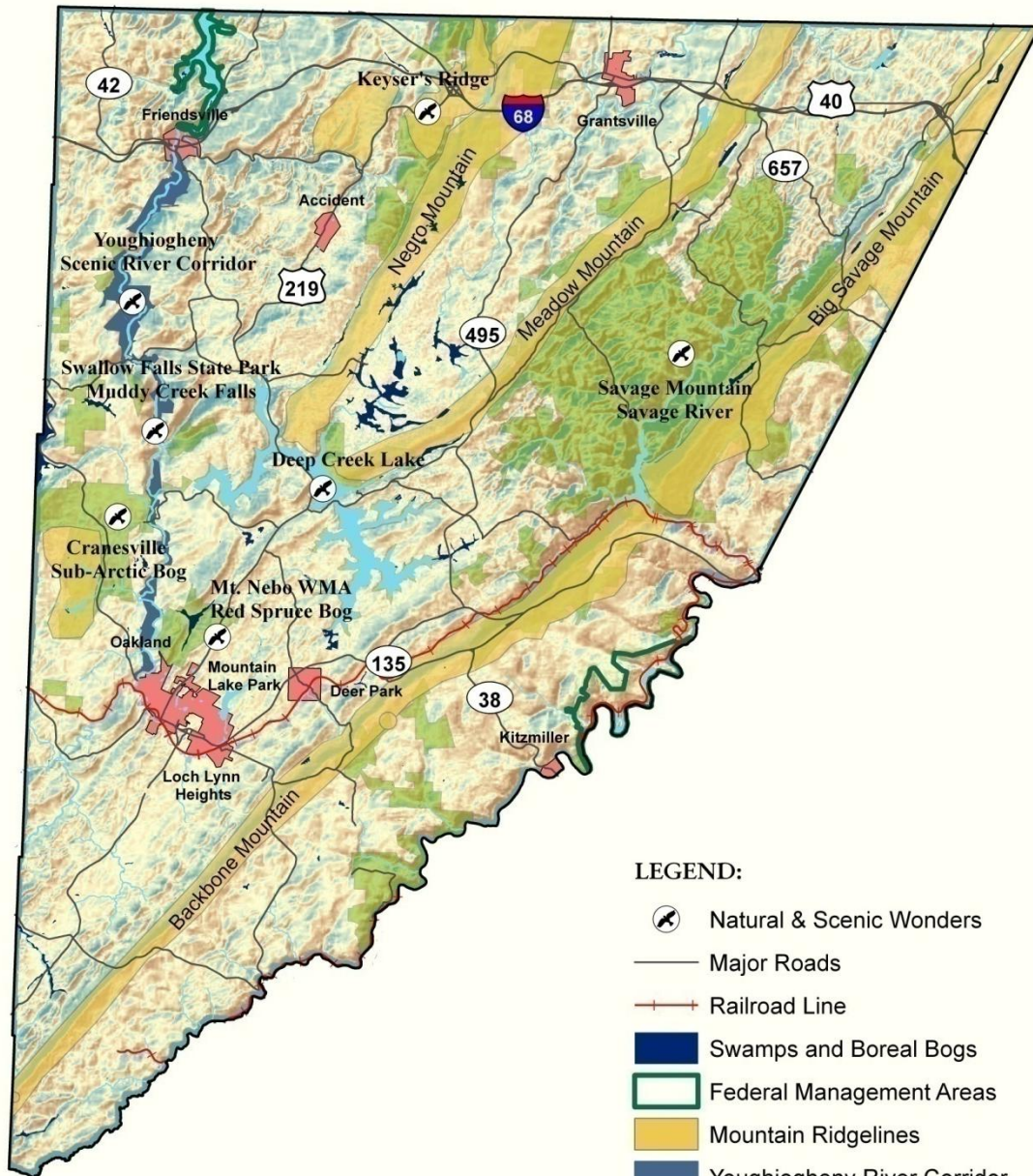
Youghiogheny River: The Youghiogheny River marks the Eastern Continental Divide in the State of Maryland. It is part of the Mississippi River Watershed, which stretches from the Appalachian Mountains in the east to the Rockies in the west. In 1976, a 21 mile long stretch of the Youghiogheny River between Miller's Run and the southern corporate limits of the Town of Friendsville was designated as Maryland's first *Wild and Scenic River*. The Youghiogheny River is unique in Maryland because it forms part of the Eastern Continental Divide. American Indians referred to the river as the "Yough Yough Ganee" or river that runs in a contrary direction.

Mountainous Areas: Maryland's four highest mountains are located in Garrett County. This includes Backbone Mountain, Negro Mountain, Meadow Mountain, and the Big Savage Mountain. All four mountains are part of the Appalachian plateau and are part of the Allegheny range. Garrett's key mountains are marked by high elevations and unique scenic viewsheds from all directions.

Deep Creek Lake: Deep Creek Lake is a man-made natural wonder, the result of hydroelectric damming for energy, flood control, and water resources in the 1920's. The historic town of Selbysport was completely submerged by the creation of the Lake. Today, it is one of Garrett's most treasured recreational resources and is the key component of the County's tourism setting. Resort areas, such as WISP, and other lake/tourism associated industries also are an important part of the County's economy as residents in these areas provide a steady stream of revenue for government facilities and services.

GARRETT COUNTY HERITAGE AREA MANAGEMENT PLAN

MAP 2-10: NATURAL SCENIC WONDERS



LEGEND:

-  Natural & Scenic Wonders
-  Major Roads
-  Railroad Line
-  Swamps and Boreal Bogs
-  Federal Management Areas
-  Mountain Ridgelines
-  Youghiogheny River Corridor
-  State Parks and Recreation Areas
-  Rivers & Lakes
-  Municipalities



Swallow Falls State Park: A large protected corridor of forest land runs along the Youghiogheny River and is located just north of the Town of Oakland stretching to the Town of Friendsville. This corridor includes Swallow Falls State Park, which started Maryland’s forestry program in 1906 with the donation of 2,000 acres from the family of John Work Garrett. Swallow Falls State Park and its surrounding area, is one of Garrett County’s natural wonders and a key heritage resource. It is home of the oldest grove of white pine and eastern hemlock in Maryland. Some of these trees are over 360 years old. In addition, State protected areas house numerous rare, threatened and endangered flora and fauna.

Mount Nebo Wildlife Management Area: Mt. Nebo is a 2,000 acre tract of land in Garrett County protecting one of the most important wetlands in the State, a red spruce bog. More than 18,000 years old, the peat bog at Mt. Nebo is one of the oldest in North America. These types of bogs are more typical in northern climates. As an added attraction for nature enthusiasts, wild cranberries grow in this area and the region teems with many varied forms of plant and animal wildlife.⁷

Cranesville Sub-Arctic Swamp: Located near Swallow Falls State Park, the Cranesville Sub-Arctic Swamp is a significant and unique natural feature. Cranesville Swamp is a rare remnant from the last Ice Age. This important heritage resource is located near Oakland and was one of the first National Natural Landmarks designated by the U.S. National Park Service. The swamp was formed 15,000 years ago and contains a variety of unusual plant and animal varieties rarely found below the Mason Dixon line.

Muddy Creek Falls: Garrett County’s Muddy Creek Falls, located in Swallow Falls State Park, is the tallest single drop waterfall in Maryland. The falls boast a 54 foot cascade surrounded by virgin hemlocks. Muddy Creek originates in Cranesville Swamp in West Virginia and merges with the Youghiogheny River in Swallow Falls State Park. “The mix of decaying vegetation and tannins from the swamp give the creek and falls their distinctive color and name.”⁸ Other lesser falls also are located along the Youghiogheny River.

NATURAL RESOURCE MANAGEMENT

Forest Resources: Forest Resource Areas have environmental significance and are protected against development, but also can be used by the public (see Table 2-7). The most significant forest resource areas in Garrett County include: 1) the Savage River State Forest; 2) Potomac River State Forest; 3) Garrett State Forest; 4) Mount Nebo Wildlife Management Area; and 5) the Youghiogheny Scenic and Wild River Corridor. In all of these areas, abundant wildlife and natural beauty can be found. These protected lands form a foundation for the County’s green infrastructure and are all significant natural resources. Federal and state forests combine to total 81,609 acres, or 19.4% of Garrett County’s land area, that is preserved for tourists to see and enjoy.

⁷ Mount Nebo Wildlife Management Area, Maryland Department of Natural Resources, <http://www.dnr.state.md.us/publiclands/western/mtnebo.html>.

⁸ Garrett County Land Preservation and Parks and Recreation Plan, Redman/Johnston Associates, 2-2.

TABLE 2-7: FEDERAL & STATE FOREST LANDS AND MANAGEMENT AREAS		
FOREST LAND & MANAGEMENT AREAS	LOCATION	ACREAGE
Garrett State Forest	Oakland Area	7,402
Potomac River State Forest	MD Route 135 – Kitzmiller Area	10,411
Savage River State Forest and Reservoir	Eastern Portion of the County – Grantsville Area	53,613
Mt. Nebo Wildlife Management Area	Oakland Area	1,887
Bear Creek Fish Management Area	Accident Area	110
Bear Pen Headwaters Management Area	Westernport Road -Savage River State Forest Area	229
Lower Deep Creek Lake Management Area	Deep Creek Lake – McHenry Area	102
Youghiogheny Scenic/Wild River Corridor	Along the Youghiogheny River - Oakland to Friendsville	3,826
SUB-TOTAL ACREAGE (STATE)		77,580
Youghiogheny River Lake/Reservoir and Recreation Area	North portion of the County to Pennsylvania - Friendsville Area	1,166
Jennings Randolph Lake and Recreation Area	Eastern portion of the County - Kitzmiller Area	2,598
North Branch Potomac Flood Management Area	Kitzmiller Area	265
SUB-TOTAL ACREAGE (FEDERAL)		4,029
TOTAL ACREAGE		81,609

Source: Maryland Department of Natural Resources – DNR
Peter Johnston & Associates



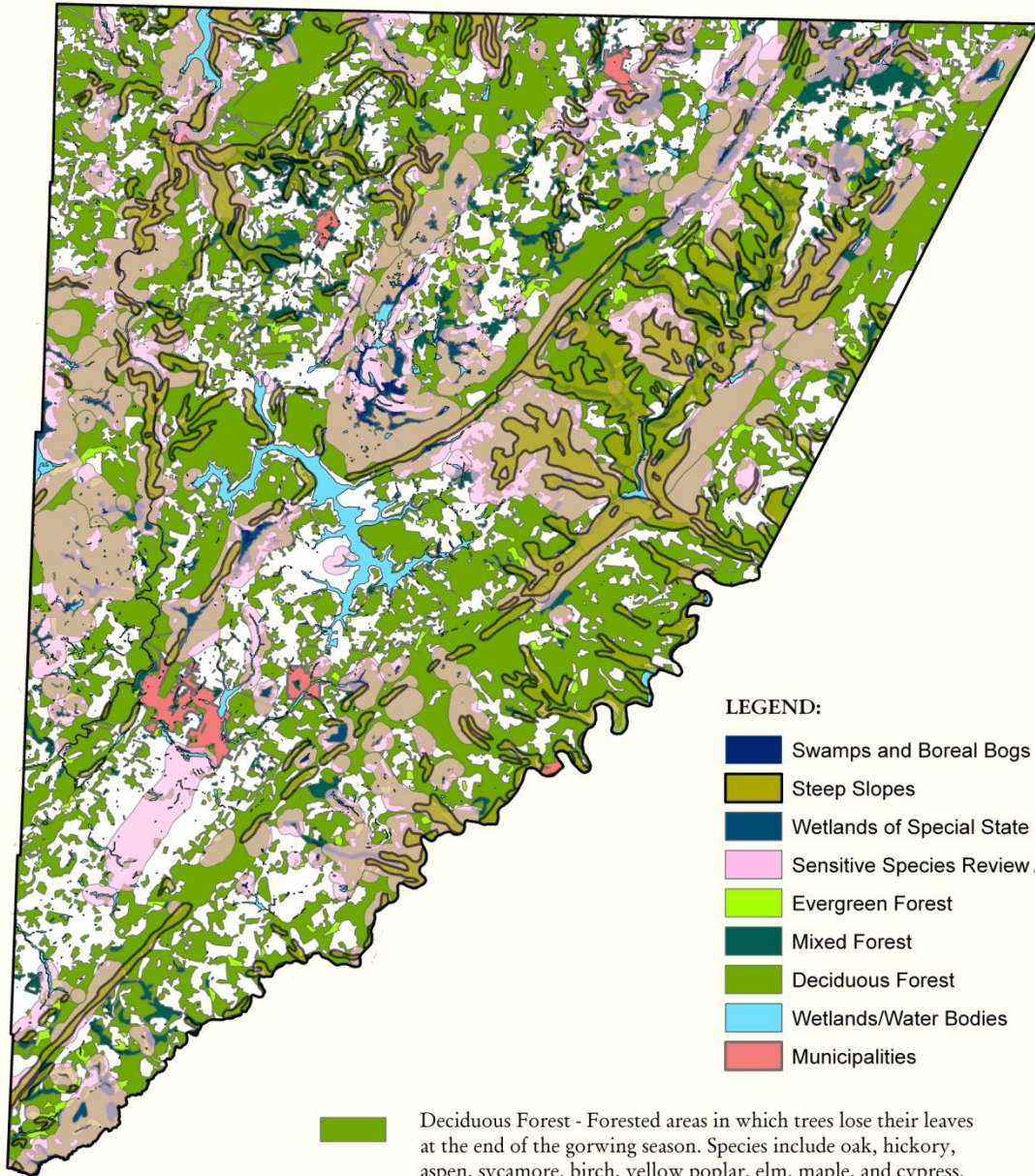
SOURCE: Peter Johnston & Associates

Appalachian Forest National Heritage Area: Part of the proposed *Appalachian Forest National Heritage Area* is located in Garrett County. A National Heritage Area (NHA) is a place designated by the United States Congress, where heritage resources combine to form a nationally distinct landscape. The National Park Service provides significant technical and financial assistance for a limited number of years following NHA designation. Congress has established 23 National Heritage Areas where activities are managed through partnerships among federal, state, and local governments and the private sector.

The key features emphasized by the Appalachian Forest National Heritage Area are economic development and heritage tourism, appreciation of forest resources, community development partnerships, and support for the forestry industry using education and interpretation. Although, a majority portion of the Appalachian Forest National Heritage Area is located in West Virginia, linking Garrett County to a larger regional resource pool in West Virginia is important and advisable. This initiative offers the possibility of partnerships and funding.

GARRETT COUNTY HERITAGE AREA MANAGEMENT PLAN

MAP 2-11: FOREST RESOURCES & SENSITIVE AREAS



LEGEND:

- Swamps and Boreal Bogs
- Steep Slopes
- Wetlands of Special State Concern
- Sensitive Species Review Areas
- Evergreen Forest
- Mixed Forest
- Deciduous Forest
- Wetlands/Water Bodies
- Municipalities

- Deciduous Forest - Forested areas in which trees lose their leaves at the end of the growing season. Species include oak, hickory, aspen, sycamore, birch, yellow poplar, elm, maple, and cypress.
- Evergreen Forest - Forested areas in which trees are characterized by persistent foliage throughout the year. Species include white pine, pond pine, hemlock, southern white cedar, and red pine.
- Mixed Forest - Forested areas in which neither deciduous nor evergreen species dominate but in which a combination of both types exist.



Green Infrastructure: The Green Infrastructure of Garrett County is directly related to forest resources (see Table 2-8). The three forest types found in the County are Deciduous, Evergreen, and Mixed Forests. Evergreen forests make up the smallest proportion of forested area and are usually found at the highest elevations and in river gorges. Mixed forests are generally found on slopes, in the transition zones between Evergreen and Deciduous. In the past, these forest resources were used for timber and lumber. Today, they are an integral part of the viability of eco-tourism in Garrett County, providing visitors with a view into the natural world. They also are used to support the County’s timber and lumber industries.

CLASSIFICATION	ACREAGE	PERCENT OF COUNTY
Hubs	273,091	65%
Corridors	16,863	4%
TOTAL	289,954	69%
Gaps	10,555	3%

Maryland Property View

Sensitive Areas and Species: Garrett County is home to unique geographic features and habitats as shown on Map 2-11 above. For example, the Cranesville Sub-Arctic Swamp was formed 15,000 years ago at the end of the last ice age. It contains a variety of unusual plant and animal varieties. Approximately 254,619 acres (over half of the county) have been identified as Forest Interior Dwelling Species (FIDS) habitat. These species require interior forest habitat to survive and reproduce. With over half of the county considered an ideal forest habitat, Garrett County’s forest resources are of enormous value to the County, its residents, and tourists.

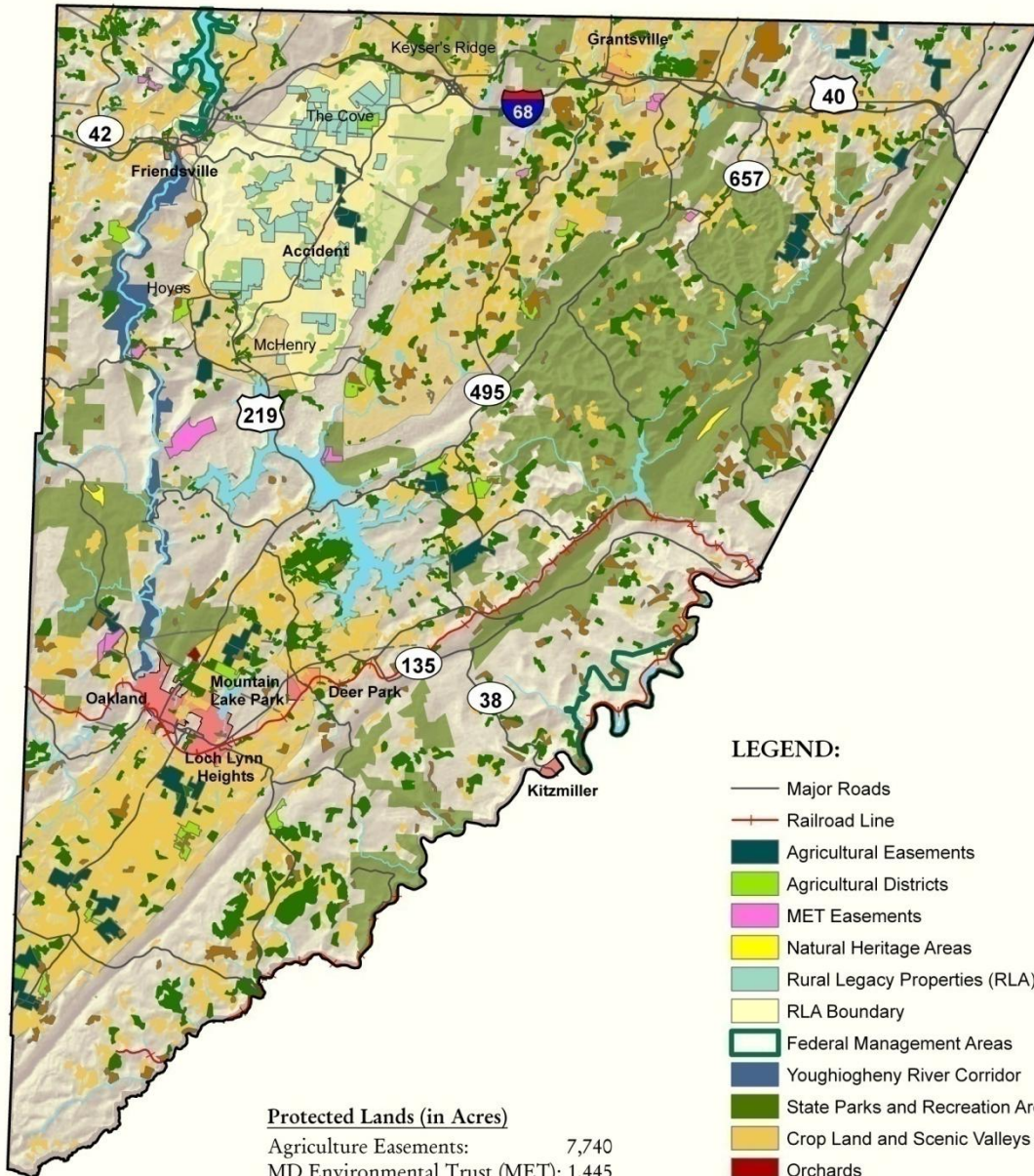
SENSITIVE AREAS & SPECIES	ACREAGE
Steep Slopes	53,063
Wetlands (National Wetlands Inventory – NWI)	13,450
Wetlands of Special State Concern	3,037
Sensitive Species Project Review Areas	148,062
Federal Interior Dwelling Species (FIDS)	254,619
Floodway – Hazardous Flood Zone	1,194
Natural Heritage Areas	243

Source: Maryland Department of Natural Resources – DNR
Peter Johnston & Associates

Agricultural Resources and Protected Lands: Map 2-12 below shows the locations of Garrett County’s main farming regions and protected lands. Agricultural areas provide scenic vistas, while at the same time contributing to the economic viability of the County. These vistas provide a significant part of the Garrett County tourism experience. The beautiful contrasts between farmland and forestland are one of the biggest draws for visitors to the area. Government programs and semi-public organizations assist in preserving these lands including the Maryland Agriculture Land Preservation Foundation, Conservation Reserve Program and Conservation Reserve Enhancement Program, Allegheny Highlands Conservancy, Maryland Environmental Trust, and the Maryland Agricultural Security Corridor Rural Legacy Program. All of these groups are integral players in the future of Garrett County, and their contributions help to strengthen and bolster the viability of the Heritage Area in terms of heritage resource protection.

GARRETT COUNTY HERITAGE AREA MANAGEMENT PLAN

MAP 2-12: AGRICULTURAL AREAS & PROTECTED LANDS



LEGEND:

- Major Roads
- Railroad Line
- Agricultural Easements
- Agricultural Districts
- MET Easements
- Natural Heritage Areas
- Rural Legacy Properties (RLA)
- RLA Boundary
- Federal Management Areas
- Youghiogheny River Corridor
- State Parks and Recreation Areas
- Crop Land and Scenic Valleys
- Orchards
- Brushland
- Pasture Land
- Rivers & Lakes
- Municipalities

Protected Lands (in Acres)

Agriculture Easements:	7,740
MD Environmental Trust (MET):	1,445
Rural Legacy Easements:	1,122
Federal Lands/Areas:	3,764
State Parks/Recreation Areas:	95,265

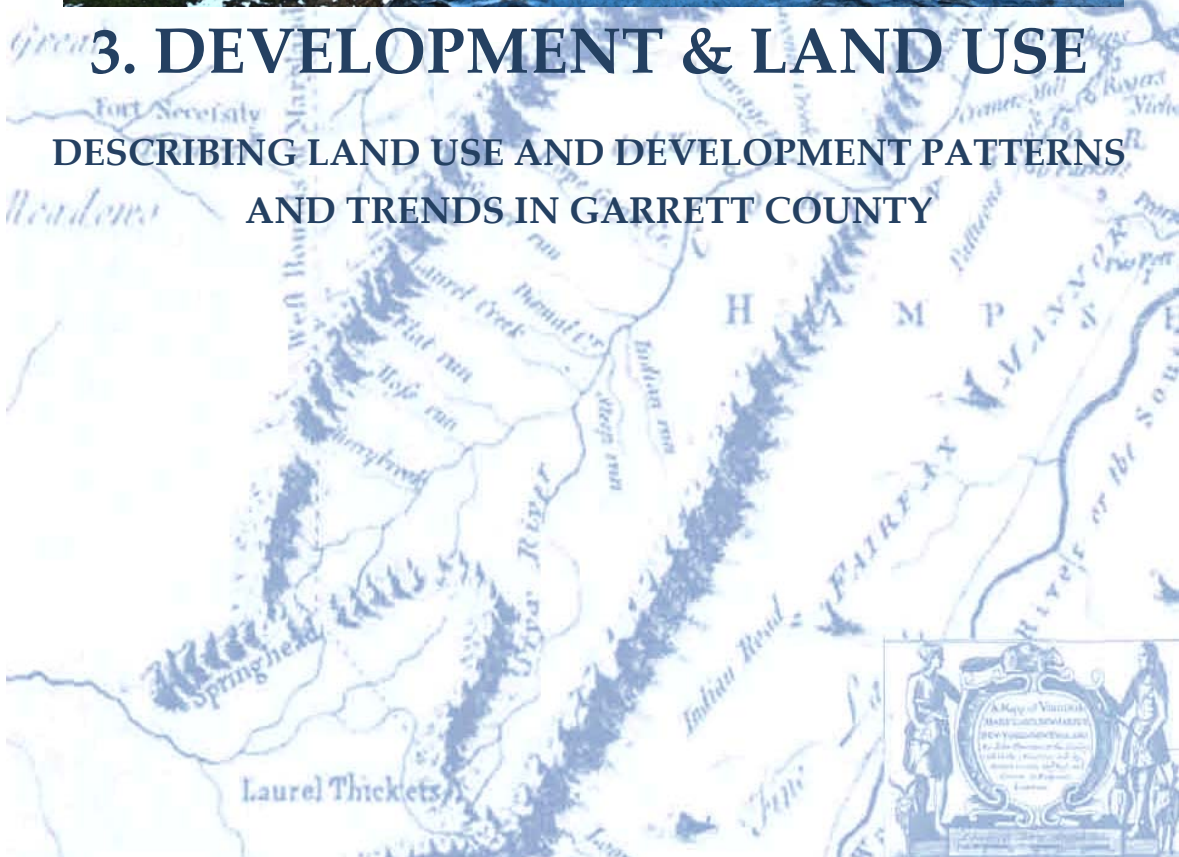


GARRETT COUNTY HERITAGE AREA MANAGEMENT PLAN



3. DEVELOPMENT & LAND USE

DESCRIBING LAND USE AND DEVELOPMENT PATTERNS
AND TRENDS IN GARRETT COUNTY



DEVELOPMENT & LAND USE

In terms of planning for and management of the Garrett County Heritage Area, the analysis of growth characteristics, including land use and development patterns, can assist in identifying the role of “Stewardship” for the *Garrett County Heritage Area Management Plan* (Heritage Plan). Stewardship means the responsible and sustainable management of resources in the Heritage Area. This includes man-made resources with historic and cultural importance as well as natural resources. In particular, land stewardship is important to preserve the significant natural features and landscapes that provide definition for the Heritage Area.



SOURCE: Peter Johnston & Associates

3.1: SUMMARY

Garrett’s unique natural features are an important of its heritage tourism economy. Attitudes toward preservation and conservation often are reflected in the goals and/or policies established in government plans and ordinances. Specifically, regulations are critical for review because regulations implement policies. In regards to stewardship, it is important to review the key growth statistics in Garrett County as well as the many plans and policies that the County has developed to manage growth and preserve resources. Plans for review include:

- The 2008 Garrett County Comprehensive Plan;
- The Garrett County Zoning Ordinance and Subdivision Regulations;
- The Garrett County - Deep Creek Lake Influence Area Master Plan;
- The Garrett County Land Preservation and Parks and Recreation Plan; and
- Municipal comprehensive plans, zoning ordinances and subdivision regulations, and community legacy plans.

3.2: DEMOGRAPHIC SUMMARY

According to the latest U.S. Census, Garrett County’s population was 29,846 in 2000. Garrett County is ranked 21st in the State for population growth by the Maryland Department of Planning (MDP). Other western Maryland jurisdictions include Allegany and Washington counties. Allegany is ranked 23rd for population growth. Washington indicates the largest amount of growth in western Maryland and is ranked 13th by the State.

POPULATION GROWTH

Population and Dwelling Unit Projections 2000 to 2030: The *2008 Garrett County Comprehensive Plan* (Comprehensive Plan) indicates that population will increase by approximately 12% from 2005 to 2030 but housing units will increase approximately 15%. As for location, the Comprehensive Plan states the following:

1. The Deep Creek Lake area will absorb approximately 60% of new housing unit growth compared to 40% from 1990 to 2005.
2. Garrett County municipalities will absorb approximately 10% of new housing unit growth compared to 13% from 1990 to 2005 (not counting potential annexation).
3. The remainder of Garrett County will absorb approximately 30% of new housing unit growth compared to 45% from 1990 to 2005.

Municipal Growth: It is important to note that the County includes 8 towns and 11 rural villages. Garrett Towns account for roughly one fifth (1/5) of the County’s population (see Table 3-1). Population trends have been mixed in recent years. Town populations overall increased in the 1990’s. Four towns have registered declines since 2000. The County has projected that the Towns will continue to absorb a small share of population growth in the next two decades.

TABLE 3-1: POPULATION BY TOWN – GARRETT COUNTY, MD 2008								
CLASSIFICATION	TOWNS							
Population	Accident	Deer Park	Friendsville	Grantsville	Loch Lynn	Kitzmiller	Mt. Lake Park	Oakland
1990 Census	349	419	577	616	461	275	2,040	1,820
2000 Census	353	405	539	619	469	302	2,248	1,930
2008 Estimate	382	430	546	694	426	263	2,055	1,764
2013 Projection	384	428	532	736	413	262	2,000	1,715
Change	Accident	Deer Park	Friendsville	Grantsville	Loch Lynn	Kitzmiller	Mt. Lake Park	Oakland
1990 – 2000	1.15%	-3.34%	-6.59%	0.49%	1.74%	9.82%	10.20%	6.04%
2000 - 2008	8.22%	6.17%	1.30%	12.12%	-9.17%	-12.91%	-8.59%	-8.60%
TOTALS - TOWNS								
1990 Census = 6,470								
2000 Census = 6,560								
2008 Estimate = 6,865								
2013 Projection = 6,557								

Change 1990 – 2000 = 4.70%

Change 2000 – 2008 = -4.44%

Source: Claritas, Inc.; Thomas Point & Associates

Garrett County and State of Maryland projections (see Table 3-2) tell a slightly different story than the projections shown in Table 3-1. The *Garrett County Comprehensive Plan* projects growth in the Towns and the County as a whole to 2030. This reflects an average annual growth of 138 residents or roughly 57 new households per year (based on the average household size in 2009 and estimated at 2.44 persons per household).

TABLE 3-2: POPULATION OF TOWNS AND GARRETT COUNTY, MD 2000, 2005, AND 2030			
JURISDICTION (COUNTY)	2000 (CENSUS)	2005 (ESTIMATE)	2030 (PROJECTION)
Garrett County	29,846	29,950	33,400
Unincorporated Areas	22,981	23,310	25,387
JURISDICTION (TOWNS)	2000 (CENSUS)	2005 (ESTIMATE)	2030 (PROJECTION)
Accident	353	340	390
Deer Park	405	392	517
Friendsville	539	518	618
Grantsville	619	593	818
Kitzmilller	302	288	382
Loch Lynn Heights	469	449	475
Mountain Lake Park	2,248	2,164	2,357
Oakland	1,930	1,896	2,446
TOTAL TOWNS	6,865	6,640	8,003

Source: U.S. Census; Maryland Department of Planning; Garrett County

HOUSEHOLD INCOME

As shown in Table 3-3, the distribution of household income reflects the current situation in Garrett County as of 2009. The 1990's brought increases in the number of households with income at the lower level (under \$15,000) and the upper level (over \$50,000) at the end of the income spectrum.¹

In 2007, the most recent year for which consistent income estimates are available, Garrett County's median household income of \$42,041 amounted to approximately 84% of the national household income of

TABLE 3-3: HOUSEHOLDS BY HOUSEHOLD INCOME GARRETT COUNTY, MD 2009		
INCOME INTERVAL	NUMBER	PERCENTAGE
Less Than \$15,000	1,796	15.2%
\$15,000 – \$24,999	1,495	12.6%
\$25,000 – \$34,999	1,538	13.0%
\$35,000 – \$49,999	1,990	16.8%
\$50,000 – \$74,999	2,353	19.9%
\$75,000 – \$99,999	1,306	11.0%
\$100,000 – \$149,999	889	7.5%
\$150,000 – \$249,000	330	2.8%
\$250,000 – \$499,999	108	0.9%
\$500,000 or More	36	0.3%
TOTAL HOUSEHOLDS	11,841	100.00%
Average Household Income = \$55,912		
Median Household Income = \$43,227		
Per Capita Income = \$22,723		

Source: Claritas, Inc.; Thomas Point & Associates

¹ Garrett County Community Action Committee

\$50,233 and 62% of the Maryland state figure for household income of \$68,080. According to figures from the U.S. Census Bureau released in December of 2008, approximately 13% of the County's population was in poverty (some 3,747 residents), higher than the State average of 8% and lower than the national figure of 13%.

There has been a dramatic increase in the number of households in the upper income category, starting at \$75,000. Although, the County population was down by almost three hundred, there was an increase of 99.6% in the number of households with incomes greater than \$75,000 between 2000 and 2009. At the same time, the number of households with incomes under \$35,000 declined even more dramatically by 1,392 households. This trend reflects the changes in the County's population as more affluence finds its way into Garrett from outside the region(s). Garrett County's desirable location as a resort and tourism destination and the focus on good jobs have impacted the county at all levels.

EDUCATION

In the current year 2009, approximately 6% of the County population, age 25 and over, has earned a Master's, Professional, or Doctoral degree. Approximately, 8% had earned a Bachelor's degree. The comparable figures for the United States, as a whole, are 8.9% for the Master's and higher and 15.8% for the doctorate.

RACE AND ETHNICITY

Garrett County has a very homogeneous population with respect to race and ethnicity. In the County the population is approximately 99% "white alone," and 0.7% black. The County's current estimated Hispanic or Latino population is just 0.5%. The corresponding national figures are: 73% "white alone," 12% black, and 15% Latino. The most commonly cited ethnic origin of Garrett County residents is German, accounting for nearly a fourth of the population (approximately 23%, or 6,704 residents). More than 96% of residents speak English at home.

AGE

Garrett County's population is old and getting older, relative to the United States as a whole. In 2000, the median age was 38.2. It increased to 40.1 in just nine years. In 2000, an estimated 15% of the County's population was age 65 or older (compared to 11% statewide). This age group is expected to grow to 27% by approximately 2025. The national median age in 2009 is estimated at 36.7. As an important note in relation to age demographics, according to the *Garrett County Comprehensive Plan*, one of the County's largest employers is health care. In particular, the three large nursing homes are a reflection of the County's aging population. In correlation with an aging

population, the average household size in Garrett County will decrease over the next 20 years from 2.47 persons per household to 2.31 persons per household by 2030.

HOUSING

The number of housing units has increased slightly in Garrett County since 2000 (see Table 3-4). The quality of the housing stock is good with approximately 41% of the units having been constructed in the last twenty years. Most of this growth has occurred in the vicinity of Deep Creek Lake. The vast majority of housing (78%) is owner-occupied and the distribution of homeowners versus renters has not changed significantly over the decade. Perhaps the most dramatic changes in the housing market are apparent in the changes regarding housing values. This is attributed to what is known as the “Lake Effect” whereby resort homes are being constructed to accommodate the growing tourism industry. Perhaps even more interesting is the comparison of housing values between the western Maryland counties and the state as a whole. There have been enormous gains in housing values in Garrett County. For example, the average value of a home in 2002 was \$259,119 compared to \$75,129 in Allegany County, \$142,631 in Washington County, and \$224,667 for the entire State.

CLASSIFICATION	2000		2009	
Tenure of Occupied Housing Units	Number	Percentage	Number	Percentage
Total	11,476	N/A	11,841	N/A
Owner Occupied	8,945	77.95%	9,271	78.30%
Renter Occupied	2,531	22.05%	2,570	21.70%
Average Length of Residence	14	N/A	12	N/A
Owner Occupied Housing Values	Number	Percentage	Number	Percentage
Total	8,945	N/A	9,271	N/A
Less than \$20,000	425	4.75%	221	2.38%
\$20,000 – \$39,999	841	9.40%	266	2.87%
\$40,000 – \$59,999	1,130	12.63%	469	5.06%
\$60,000 – \$79,999	1,636	18.29%	540	5.82%
\$80,000 – \$99,999	1,773	19.82%	624	6.73%
\$100,000 – \$149,999	1,631	18.23%	2,211	23.85%
\$150,000 - \$199,999	613	6.85%	2,018	21.77%
\$200,000 – \$299,000	488	5.46%	1,573	16.97%
\$300,000 – \$399,999	198	2.21%	527	5.68%
\$400,000 – \$499,999	78	0.87%	287	3.10%
\$500,000 – \$749,999	63	0.70%	323	3.48%
\$750,000 – \$999,999	46	0.51%	101	1.09%
\$1,000,000 or More	23	0.26%	111	1.20%
Median All Owner Occupied Housing Value	\$84,972	N/A	\$157,553	N/A
Housing Units in Structure	Number	Percentage	Number	Percentage
Total	16,761	N/A	18,261	N/A
1 Unit Attached	589	3.51	690	3.78
1 Unit Detached	12,624	75.32	13,817	75.66

2 or More Units	1,400	8.35	1,449	7.93
Mobile Home or Trailer	2,116	12.62	2,268	12.42
Median Year Structure Built	1975	N/A	1979	N/A

Source: Claritas, Inc.; Thomas Point & Associates

OCCUPATION OF RESIDENTS

There is a broad distribution of occupations in Garrett County (see Table 3-5) with the sales and service sectors accounting for two of every five jobs. Professional work is important (15% of all jobs) but is well below the corresponding national figure of 20.3%.

TABLE 3-5: CIVILIAN EMPLOYED POPULATION (AGE 16+) BY OCCUPATION – GARRETT COUNTY, MD 2009		
OCCUPATION	NUMBER	PERCENTAGE
Management, Business, and Financial Operations	1,460	10.8%
Professional and Related Occupations	2,033	15.0%
Service	2,419	17.9%
Sales and Office	3,086	22.8%
Farming, Fishing, and Forestry	254	1.9%
Construction, Extraction, and Maintenance	1,924	14.2%
Production, Transportation, and Material Moving	2,354	17.4%
TOTAL	13,530	100.00%

Source: Claritas, Inc.; Thomas Point & Associates

3.3: DEVELOPMENT AND LAND USE SUMMARY

Overall, development in Garrett County includes full-time and part-time residences as well as increased commercial development. Garrett County’s transition from a rural and natural resource based economy to a resort economy has impacted land use and development patterns. This is particularly noteworthy in the Deep Creek Lake area, where a large number of seasonal homes have been constructed, “almost 4,000 in 2000.”² Due to the growth in seasonal housing units, the 2008 *Garrett County Comprehensive Plan* (Comprehensive Plan) evaluates future growth primarily from the perspective of housing units, rather than population.³ It is important to note that from a broader perspective, in regards to State growth as a whole, Garrett County is still rural in nature being ranked 21st in the Maryland for growth by the Department of Planning (MDP).

GARRETT COUNTY GROWTH MANAGEMENT PATTERNS

The *Garrett County Subdivision Ordinance* (Subdivision Regulations) was first adopted in 1997, long after most of the State’s jurisdictions adopted subdivision ordinances. This was largely due to the rural environment in Garrett County and the fact that such regulations were not needed prior to 1997.

² 2008 “Draft” *Garrett County Comprehensive Plan*; Garrett County Government, Environmental Resources Management – ERM, Whitman Requart & Associates, Maryland Departments of Planning and Natural Resources; 2008, 2-4.

³ 2008 “Draft” *Garrett County Comprehensive Plan*; Garrett County Government, Environmental Resources Management – ERM, Whitman Requart & Associates, Maryland Departments of Planning and Natural Resources; 2008, 2-4.

Between 1997 and 2006, approximately 16,000 acres were subdivided for residential development. About 40% of all subdivided land was located in the Deep Creek Lake area and 60% in the rest of the County (almost entirely in rural areas).

From 1997 to 2006, some 1,010 new lots “...were created on over 9,100 acres of rural land at an average lot size of 9.1 acres, accounting for approximately 57% of all land subdivided during this period.”⁴ In addition, the Comprehensive Plan states the following: *Garrett County has a large rural land base in relation to developed land. However, the amount of subdivision and housing development in rural portions of the County (9,147 acres in 9 years), as well as the way that this development fragments contiguous resource areas is of concern for its impact on forest and agricultural resources, rural character, and water resources.*⁵

Future Land Uses: The County has developed several proposed land use categories to help manage future growth and development (see Table 3-6). Garrett County does not have zoning outside the Deep Creek Watershed but does utilize a Land Classification system to regulate and control subdivision of land (but not use). The classification system is included as part of the Subdivision Regulations and also serves to guide decisions concerning community facilities such as public water and sewer.

TABLE 3-6: PROPOSED LAND USES (2008 “DRAFT” GARRETT COUNTY COMPREHENSIVE PLAN)				
CLASSIFICATION	EXISTING (2005)		PROPOSED	
LAND USE CATEGORY	ACRES	PERCENT	ACRES	PERCENT
Rural Resource (RR)	66,489	16	181,761	43
Agricultural Resource (AR)	73,056	17	106,074	25
Lake Residential 1 (LR1)	39,663	10	17,495	4
Lake Residential 2 (LR2)			5,719	1
Rural Development (RD)	361	1	0	0
Rural (R)	221,771	53	88,423	21
Suburban Residential (SR)	6,626	2	4,748	1
Town Residential (TR)	2,412	1	4,842	1
Town Center (TC)	853	1	1,157	1
General Commercial (GC)	2,337	1	1,926	1
Commercial Resort (CR1/CR2))	475	1	483	1
Employment Center (EC)	740	1	1,870	1
Towns	4,847	1	5,131	1
TOTAL	419,630	100	419,630	100
FUTURE GROWTH AREAS	0	0	3,057	1%

Source: 2008 Garrett County Comprehensive Plan.

2008 Garrett County Comprehensive Plan: The Comprehensive Plan:

- Significantly expands the Rural Resource areas and the Agricultural Resource areas, primarily by reclassifying large areas of remaining rural areas to either Rural Resource or Agricultural Resource;

⁴ Ibid, 3-6.

⁵ Ibid, 3-6.

- Changes the Remaining Rural classification to Rural;
- Expands the growth areas around Friendsville, Grantsville, Loch Lynn Heights, Mountain Lake Park, and Oakland;
- Adjusts land classifications around Oakland and Mountain Lake Park; and
- Proposes major changes to the land classifications in the Deep Creek Watershed.

Growth Management for Resource Areas: Nearly 68% of Garrett County is included in the Rural Resource (RR) or Agriculture Resource (AR) land use areas. Many of the heritage resources in the Heritage Plan, especially natural and scenic areas, fall within these two land use classifications. According to the Comprehensive Plan:

- RR areas are comprised primarily of the County’s large and contiguous timber and forest lands. The County’s intent is for these areas to remain rural and to conserve natural resources, primarily forest and timber resources, for future generations.”⁶
- AR areas comprise approximately 25% of the County. These areas are large and contiguous, predominantly devoted to agricultural use, whereby it is the County’s intent for these areas to remain rural to conserve natural and agricultural resources for future generations.⁷

In AR areas, new residential and other forms of development are permitted, provided rural resources are protected. Garrett County will continue to support the permanent preservation of these areas for their natural resources through purchase of development rights or easement acquisition by government agencies and private organizations. As part of this support, the County will consider using its funds to supplement state funding through the Maryland Agricultural Land Preservation Foundation (MALPF), which is used to purchase development rights on agricultural lands.⁸

The Comprehensive Plan further recommends that new residential development in RR and the AR areas be subject to development standards specifically designed to protect rural resources. This includes cluster standards intended to conserve contiguous forest and agricultural resources for the protection of scenic views. This also includes enhancing the quality and extent of open space. Guidance provided in the Plan includes designing subdivisions in a way that gives highest priority to the protection of contiguous resources, rather than the location of potential home sites. Resources include farm fields, forests, scenic views, environmentally sensitive areas, and cultural features such as historic sites.

Growth Management for Ridgeline Development: The Comprehensive Plan recognizes ridgelines as a sensitive area in need of protection. This has important significance for the Heritage Plan. Ridges contribute to the aesthetic, scenic, and overall quality and character of the County. They also attract visitors to Garrett, who are vital to the health of the tourism sector of the local economy.⁹ Protecting scenic resources is a primary goal of the “Sensitive Areas Element” in Comprehensive Plan.

⁶ Ibid 3-12

⁷ Ibid 3-12

⁸ Ibid 3-13

⁹ Ibid.

Garrett County and its municipalities currently only regulate ridgelines to the extent that wetlands, steep slopes, and/or habitat of threatened or endangered species occur on-site. Otherwise, ridgelines are not protected. It is important to note that development on ridgelines outside of the Deep Creek Lake Watershed has changed since 2003 with the proposal of three wind power projects (clusters of wind turbines). These wind turbines are over 400 feet high (two on Backbone Mountain and one on Big Savage Mountain on the Allegany County/Garrett County border). Proposals have focused attention on the potential for the large scale use of ridgelines for wind power. Garrett County acknowledges the potential negative impacts of wind power facilities but also recognizes the potential benefits associated with “Green Energy” development. The Comprehensive Plan recommends that the County establish a framework for regulatory control of ridge top development through subdivision, sensitive areas, and possibly, zoning controls.

Growth Management for Scenic Byways: Recently adopted amendments to the County’s Subdivision Regulations have added protections for scenic highways. Regulations are applicable to the following:

1. The entire length of designated Scenic Byways in the County;
2. Maryland Route 495 (Bittering Road) and the entire length of Scenic Byways from I-68 to Maryland Route 135;
3. Maryland Route 135 (Maryland Highway) including the entire length from Bloomington to Oakland;
4. Maryland Route 38 (Kitzmilller Road) including the entire length from Maryland Route 135 to Kitzmilller;
5. Rock Lodge Road from Maryland Route 495 to State Park Road, then through Deep Creek Lake State Park to Glendale Road;
6. Oakland to Bittering via Herrington Manor Road, Swallow Falls Road, Mayhew Inn Road, U.S. Route 219, Glendale Road, and Rock Lodge Road; and
7. Grantsville to Bloomington via New Germany Road, Big Run Road, and Savage River Road.

The subdivision of land along these scenic roads requires, to the greatest extent possible, the preservation of scenic views and rural character in regards to development sites. This includes adherence to the following design guidelines:

- Locating subdivision lots near existing tree-lines or forests or behind natural topographic features; and
- Limiting the removal of existing hedgerows, walls, and trees adjacent to roadways and plant trees along the roadway to screen or buffer new development, unless trees would block scenic views.¹⁰

Growth Management for Deep Creek Lake: The Deep Creek area presents a unique set of issues and opportunities for growth management in Garrett County. The Comprehensive Plan addresses future development of this area in a separate master plan concept entitled the *Deep Creek Influence Area*

¹⁰ § 159.123 Development Abutting Scenic Byways, Garrett County Subdivision Regulations, June 2010

Master Plan.¹¹ According to the Plan, development of the Deep Creek Lake area will have “...a direct impact on the environmental and visual resources of Deep Creek Lake” as well as impacts on the facilities, services, and infrastructure provided to serve area residents and visitors.¹²

The Deep Creek Lake Watershed is approximately 40,937 acres with the proposed impact area covering some 43,407 acres including the entire watershed and other areas outside the watershed (parts of the Youghiogheny and Bear Creek Watersheds).¹³ The Plan also identified 19 sub-watersheds that will be impacted. The Deep Creek Lake Influence Area is projected to experience growth through 2030. This includes 4,050 new housing units.¹⁴ This equates to approximately 175 housing units processed per year. In addition to new residential growth, the County projects more than one million square feet of new businesses commercial and retail development to serve the Influence Area.

Among other things, the Comprehensive Plan recommends a specific scenic protection area for Deep Creek Lake (see maps below).¹⁵ Amendments to the *Deep Creek Lake Zoning Ordinance* added a “Deep Creek Lake Scenic Protection Overlay District.” As stated in the purpose of the scenic overlay district, “the ridges and crests surrounding Deep Creek Lake create a series of scenic views from the lake and shoreline. The Scenic Protection District is an overlay district intended to preserve views of these features and thereby protect the natural beauty of the area.”¹⁶

3.4: MUNICIPAL LAND USE AND MANAGEMENT

Garrett County expects 13% of all new housing units, and nearly a third of all year-round population growth, to occur in the Towns. As in the County, the policies and regulations established in municipal plans and ordinances play an important role in land use, development, and resource preservation. All municipalities in the Garrett County Heritage Area are *Target Investment Zones* (TIZ’s) in the Heritage Plan (see *Chapter 6: Heritage Area Boundaries*). These are places where capital funding for projects will be concentrated. They also are Priority Funding Areas (PFA’s) in the State of Maryland, which can assist in leveraging funding for Heritage Area projects.

MUNICIPAL PLANNING AND HERITAGE-RELATED INITIATIVES

Recent municipal plans have been prepared for Garrett towns including comprehensive plans (2009/2010) and community legacy plans (2004). Town plans, and ordinances, set the overall policy framework in municipalities for decisions about such things as appropriate land uses and capital projects. They also provide a window into the thoughts and designs of towns in regards to heritage

¹¹ 2008 “Draft” Garrett County Comprehensive Plan, 4-1.

¹² Ibid.

¹³ Ibid.

¹⁴ Ibid, 4-7.

¹⁵ Ibid, 4-25.

¹⁶ Chapter 157 Article 4, Overlay Districts, § 157.036. Deep Creek Lake Scenic Protection Overlay District, Deep Creek Lake Zoning Ordinance, June 2010.

preservation and tourism. It is important to note that each town in the County has goals, objectives, and recommended actions in relation to heritage preservation and tourism. Universal recommendations in all of the municipal plans (comprehensive plans and/or community legacy plans) indicate a recognition on the part of local governments that more needs to be done to sustain the intrinsic characteristics of heritage resources by developing:

1. Historic district design guidelines to assist property owners in proper rehabilitation;
2. New infill and redevelopment construction guidelines to protect historic resources; and
3. A façade grant program for property improvements in the commercial district aimed at retaining historic features.

The following below summarizes relevant municipal heritage-related policies:

Town of Accident: The Town of Accident is the location of one of Garrett County’s most important historic and cultural sites, the James Drane House (circa 1800). This is one of the oldest existing structures in Garrett from its early pioneering days in the late 18th and early 19th centuries. Accident also boasts many historic structures in the older parts of town including some located along Maryland Route 219. Town policies indicate that the development of businesses for tourists represent opportunities on which the community can capitalize. This includes businesses such as bed and breakfasts and specialty shops that compliment the Town’s heritage and the Drane House as an attraction in the Heritage Area.

Land use policies include protecting the integrity of the historic character and fabric of the Town as a guide for future development including the maintenance of historic structures for future generations.¹⁷ To achieve these policies, the *Accident Comprehensive Plan* recommends that the Town:

- Explore the possibility of applying for historic district status with the National Register of Historic Places (NRHP).
- Consider design standards based on National Park Service standards for the rehabilitation of historic structures to help property owners protect the long term integrity of historic buildings, especially in the Town Center District located along Route 219.
- Work with Garrett County and local farmers to take part in farmland preservation programs.
- Work with Garrett County to limit development on the hillsides and farmlands that surround the Town to preserve scenic vistas.
- Work with the Maryland Environmental Trust (MET) and local trusts to acquire donated conservation easements that preserve scenic corridors, views, and gateways.

The *Accident Community Legacy Plan* (Accident CLP), adopted in 2004, established a specific Town goal of promoting the Town’s heritage. The Accident CLP includes specific actions to address the preservation of historic resources in the community. As stated in the CLP, “Accident is one of the oldest communities in the County and region, it has a story to tell that many tourists will find interesting. This story cannot

¹⁷ Volume 2, *Comprehensive Plan, Town of Accident*, 2009, pg 9.

be told, however, if the historic buildings and resources are not preserved.”¹⁸ Specific actions from the CLP include:

- Surveying the community to determine if a National Register nomination for Historic District status is feasible and appropriate;
- Developing historic district design guidelines to assist property owners in the proper rehabilitation of their buildings; and
- Developing new infill and redevelopment construction guidelines to ensure compatible development and redevelopment in the historic core.

Town of Deer Park: The “Land Use Element” of the *Deer Park Comprehensive Plan* establishes a goal of protecting the historic character of the Town as a model for how new areas should develop over time. Town policy clearly indicates that historic Deer Park should be maintained for future generations and tourism opportunities should be developed and marketed. In addition, the “Community Facilities Element” expresses the sentiment that “...the culture and history in Deer Park, expressed in its physical town design and historic structures, are central to community life.”¹⁹ This includes promoting the Town Square as a gathering place for the community. The Comprehensive Plan includes several recommended actions for the Town of Deer Park to pursue in order to realize its goals and implement policies, including:

- Applying for historic district status with the NRHP for the Town Square area;
- Adopting a building code to prevent the further loss of historic structures and reduce the incidence of blighted structures;
- Adopting design guidelines for the restoration of historic structures in conjunction with adopting a zoning ordinance;
- Enhancing the central Town Square in front of the municipal building as described in the Town’s Community Legacy Plan;
- Ensuring improvements are made to the Town Square, as described in the Community Legacy Plan;
- Facilitating streetscape improvements along Main Street, as described in the Community Legacy Plan;
- Developing marketing materials and walking tours for the historic and cultural features of Deer Park including Flying Scot boat manufacturing, the Deer Park Inn, and Deer Park Spring Water; and
- Working with Garrett County’s Economic Development Department to establish another bed and breakfast location in Deer Park.

Developing and promoting Deer Park’s heritage also is a central goal of the *Deer Park Community Legacy Plan* (Deer Park CLP). It is the Town’s vision that, “...visitors enjoy the recreational amenities and history associated with the Town.”²⁰ The CLP outlines several actions for the Town to assist in realizing this

¹⁸ Community Legacy Strategic Plan: Accident, Maryland, 2004, pg 24

¹⁹ Volume 2, *Comprehensive Plan, Town of Deer Park, Maryland*, pg 17.

²⁰ *Community Legacy Strategic Plan: Deer Park, Maryland*, 2004, pg 16.

vision and developing tourism attractions and promotions around the community's heritage by developing:

- A joint promotion with Flying Scot Boats to host facility tours;
- An annual "Deer Park Water" festival as a new County attraction; and
- An interpretative exhibit of the Deer Park Inn on the Hotel Road site.

Town of Friendsville: The Town of Friendsville's position on the importance of historic resources is expressed in the 2009 *Friendsville Comprehensive Plan*. These sentiments are summarized in specific policy statements such as:

- The integrity of the historic character and fabric of Friendsville is protected for future generations.
- The cultural and historic resources in Friendsville are central to community life.
- Friendsville is a Town known for tourism and hospitality to visitors.
- The historic character and structures in Friendsville are preserved for future generations.
- Historic properties in Friendsville are well-maintained.
- Historic structures in Friendsville such as the historic mill building and the Friend Family Museum are preserved and restored, if feasible.
- Future development in and around Friendsville does not disturb the scenic vistas that are a part of Town's character.
- Friendsville is actively promoted as a location rich in tourism opportunities.
- Friendsville capitalizes on opportunities provided by proximity to the Youghiogheny River, Deep Creek Lake, and other County attractions.

Friendsville's Comprehensive Plan outlines a number of implementation actions that address the preservation of historic resources as follows:

- Explore design standards for the rehabilitation of historic structures to help property owners protect the long term integrity of historic buildings;
- Work with the Maryland Historic Trust to determine eligibility for the listing of structures on the NRHP and apply for historic district status;
- Amend the zoning ordinance to ensure scenic areas are protected; and
- Survey and prepare a National Register nomination for Historic District status for the Town Center.

It seems premature to assess progress on implementation actions as the Comprehensive Plan was only recently adopted in 2009. However, the Plan does indicate a willingness on the part of Friendsville officials to explore more rigorous design guidance for the protection of significant historic resources as well as an emphasis on heritage tourism development.

The *Friendsville Community Legacy Plan* (Friendsville CLP) contains a number of recommendations that address the preservation of historic resources. These include surveying the community and preparing a National Register nomination for Historic District status as well as developing:

- Historic district design guidelines to assist property owners in the proper rehabilitation of their buildings;
- New infill and redevelopment construction guidelines including amending the zoning ordinance; and
- A façade grant program for property improvements in the historic and commercial districts.

Town of Grantsville: The *Grantsville Comprehensive Plan* establishes several goals and policies that underscore the Town’s desire to preserve significant cultural, historic and natural resources. These include:

- Community Character - Preserve the Town’s historic character.
- Physical Environment - Preserve the historic character of Grantsville as a guide for development and protect the Casselman River and its tributaries from the negative impacts of development along the river bank.
- Economic Development - Increase tourism by expanding existing historical sites such as Penn Alps, developing water power for Stanton's gristmill, and attracting more antique and craft shops.
- Land Use & Growth Management – Ensure the continuance of the Town’s traditional character including its historic sites and structures for future generations to enjoy.

The Comprehensive Plan recommends the following implementation actions to achieve the goals and policies described above by:

- Adopting a “Historic Resource Preservation Overlay District” in the areas designated for historic resource preservation on the Town’s Comprehensive Plan Map;
- Applying for historic district status with the National Register of Historic Places;
- Requiring that the rehabilitation of historic structures conform to the general design of existing buildings in the community for height, set back, size, and materials;
- Pursuing a program to purchase properties in disrepair and rehabilitate the site and or structure for commercial or residential investment; and
- Adopting design standards for new and infill development, which are consistent with the height, setbacks, size, scale, and character of existing areas of Town.

The Comprehensive Plan suggests targeting efforts toward the most highly visible buildings in Grantsville, where positive change will be most noticed. This includes working with the Maryland Historical Trust and Local organizations to provide information to property-owners on the proper methods to rehabilitate and maintain older buildings. Regarding the topics of revitalization and economic development, the Grantsville Comprehensive Plan states that the downtown has great potential. However, no single strategy may bring overwhelming success. Instead, the Town advocates

many different types of conjunctive efforts that may be needed. The Plan notes that “great success has been experienced by communities following the recommendations of the National Trust for Historic Preservation.” Grantsville's Downtown revitalization effort should encourage the rehabilitation of historic architecture and the establishment of a Historic District and Commission to oversee preservation efforts.”²¹

Town of Kitzmiller: Both the *Kitzmiller Comprehensive Plan* and *Community Legacy Plan* (Kitzmiller CLP) include the preservation and enhancement of historic resources as an important goal. This reflects the Town’s desire to ensure that historic structures are maintained for future generations. A related goal of the Kitzmiller CLP is to develop and promote recreation and heritage tourism opportunities in the Town.

Specifically, the Comprehensive Plan outlines a number of action strategies for implementation to achieve municipal goals including:

- Applying for historic district status with the National Register of Historic Places;
- Adopting a building code to prevent the loss of historic structures and reduce the incidence of blighted structures; and
- Pursuing the infill development opportunities outlined in the Community Legacy Plan.

Town of Loch Lynn Heights: Loch Lynn Heights has many aspirations, as the other towns in Garrett County, which is reflected in the 2004 *Loch Lynn Heights Community Legacy Strategic Plan*. Recommendations include:

- Design guidelines to assist property owners in the proper rehabilitation of their buildings;
- New infill construction guidelines and an amended zoning ordinance; and
- A façade grant program for property improvements in the commercial district.

Mountain Lake Park: A goal in the draft *Mountain Lake Park Comprehensive Plan* is the preservation of the Town’s historic character. This establishes a policy to maintain resources for future generations.²² The Comprehensive Plan also recommends the Town develop design guidelines for the restoration of historic structures. Similar recommendations are found in the *Mountain Lake Park Community Legacy Plan*. These recommendations include:

- An historic landmark commission to seek Certified Local Government designation; and
- Formal design guidelines for the restoration of the homes and cottages in the National Register district.

Town of Oakland: In a recent survey conducted as part of the Oakland Community Legacy Plan (Oakland CLP) process, residents listed “historic resources” as a Town strength and heritage tourism as an

²¹ 2009 *Town of Grantsville Comprehensive Plan*, pg 73

²² Simply entitled, *Mountain Lake Park, Maryland*

opportunity. These sentiments are reflected in the *Oakland Comprehensive Plan*, wherein the Town has established the following policies and recommendations:

- Ensure Town land use regulations facilitate, rather than discourage, the preservation of scenic, historic, and cultural resources;²³ and
- Commit to the preservation of Oakland’s unique heritage.

Oakland has many unique historic structures including the Baltimore & Ohio Trail Station and Museum. The Town’s Comprehensive Plan states that it “will continue to preserve its historic resources and continue to promote them.”²⁴ Oakland also is a National Register Historic District, which was listed in 1984. It is located in the older section of Town in the central downtown area. The district includes 206 buildings of various types, periods, materials, and designs. Property owners who invest in the rehabilitation of buildings are eligible to claim a 20% federal and a 25% state tax credit, based upon the total project cost. The former 2002 *Oakland Comprehensive Plan* recommended that the Town adopt a Subdivision Ordinance. As envisioned, the Subdivision Ordinance, “...like the zoning ordinance should be used as a means for preserving the unique small town character and heritage of Oakland, and ensuring compliance with the Governor’s Smart Growth Initiative.”²⁵ Oakland has not yet implemented this recommendation.

The Oakland CLP establishes as a main goal the continued, “...revitalization of the downtown in a manner consistent with the small town historic charm of the community.”²⁶ As one way to advance this goal, the Oakland CLP recommends developing context sensitive façade guidelines based on the National Park Service’s Secretary of the Interior’s Standards for Rehabilitation and Guidelines for Rehabilitating Historic Buildings along with a façade grant program. The Oakland CLP also suggests that the Town take steps to further enhance its historic district by participating in the Certified Local Government program, run by the Maryland Historical Trust. Under this program, municipalities can apply for special grants (Certified Local Government Sub-grants) to support historic preservation if the following activities are conducted:

- Establish and maintain a qualified historic preservation commission;
- Enforce local legislation for the designation and protection of historic properties;
- Maintain a system for the survey and inventory of historic properties; and
- Provide for public participation in its activities.

²³ 2002 Comprehensive Plan, pg 42.

²⁴ Ibid, pg 46.

²⁵ Ibid, pg 65.

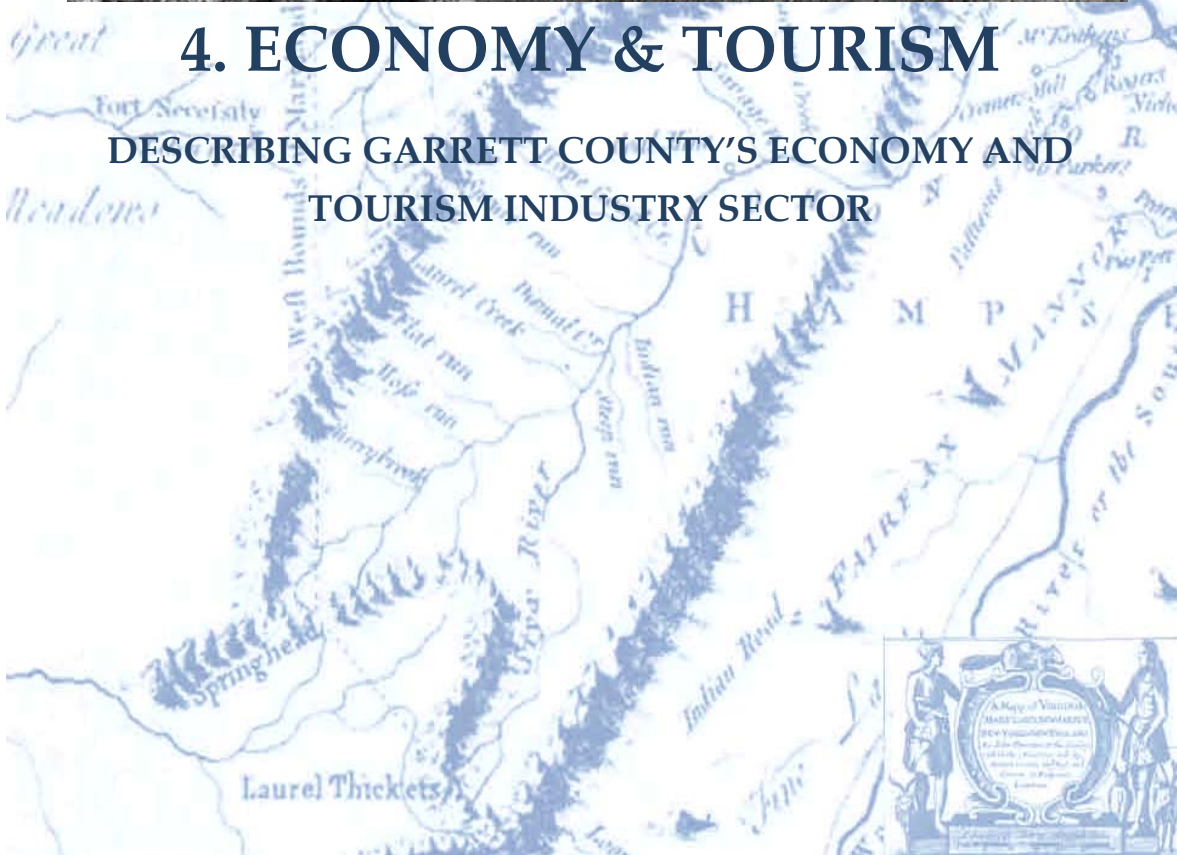
²⁶ *Community Legacy Strategic Plan: Oakland, Maryland, 2004*, pg 19.

GARRETT COUNTY HERITAGE AREA MANAGEMENT PLAN



4. ECONOMY & TOURISM

DESCRIBING GARRETT COUNTY'S ECONOMY AND
TOURISM INDUSTRY SECTOR



ECONOMIC & TOURISM OVERVIEW

The *Economic & Tourism Overview* is an analysis, which addresses economic aspects associated with development and tourism in Garrett County, Maryland. It also lists the many organizations in Garrett that are involved in the tourism industry as well as those entities and organizations that may provide funding for heritage initiatives in the County.



SOURCE: Peter Johnston & Associates

4.1: SUMMARY

Chapter 4 provides an Economic & Tourism Overview of Garrett County, including the following sections:

1. Economic Summary: A description of the economic conditions and trends that provide a framework for the identification of issues relevant to the Heritage Plan.
2. Tourism Summary: An analysis of the full range of tourist and recreational attractions, events and trends. This section provides new information on visitation in 2008 and the first quarter of 2009. It includes findings from the four-season tourism study (as of June 2009) that a team from West Virginia University is undertaking for the Garrett County Chamber of Commerce.
3. Organizations for Economic Development & Tourism: A survey of key organizations in Garrett County and the region with planning and management responsibilities associated with tourism activities.
4. Economic & Tourism Findings: Summary of key economic and tourism findings.

4.2: ECONOMIC SUMMARY

The research for Economic & Tourism Overview section of the Heritage Plan included the following activities that comprise the methodology for analysis: 1) Onsite familiarization with Garrett County and tourism attractions and resources; 2) Interviews with Garrett County staff, officials, and citizens; and 3) Discussions with professionals in tourism and economic development in Garrett County, Western Maryland, and throughout the State of Maryland.

ECONOMY

Like other parts of Western Maryland, Garrett County is transitioning from an economy based primarily on manufacturing, agriculture, and mining industries to service and professional sectors. The County's long-term goal is to retain its manufacturing base but move toward a more diverse, modern economy that takes advantage of its transportation system, natural resources, and workforce.

EMPLOYMENT

Measured in terms of jobs, the economic picture in Garrett County is quite strong (see Table 4-1). Total employment grew by almost 15% from 2001 to 2007. Overall growth in private sector jobs was a positive 16.4%. The national growth figure over this same period was 4.4%. The largest number of new jobs was created in "Trade/Transportation/Utilities," a sector that includes retail trade and reflects the significant growth of tourism and associated goods and services over this period. Jobs are shifting away from mining and manufacturing to professional and service-related and tourism industry jobs. However, both mining and manufacturing continue to be important sectors and together they comprise approximately 14% of private sector jobs in the County.

SECTOR	2001	2007	NUMBER	PERCENTAGE
Federal	77	76	-1	-1.3%
State (Maryland)	205	221	16	7.8%
Local (Garrett County and Towns)	1,399	1,470	71	5.1%
TOTAL GOVERNMENT SECTOR	1,681	1,767	86	5.1%
Natural Resources/Mining	547	474	-73	-13.3%
Construction	828	1,068	240	29.0%
Manufacturing	943	928	-15	-1.6%
Trade/Transportation/Utilities	2,033	2,584	551	27.1%
Information	276	137	-139	-50.4%
Financial Activities	377	442	65	17.2%
Professional/Business Services	607	953	346	57.0%
Education/Health Services	1,270	1,602	332	26.1%
Leisure/Hospitality	1,361	1,600	239	17.6%
Other Services	432	308	-124	-28.7%
TOTAL PRIVATE SECTOR	8,676	10,100	1,424	16.4%
UNCLASSIFIED	2	5	3	150.0%
TOTAL EMPLOYMENT	10,357	11,867	1,510	14.6%

Source: Maryland Department of Business and Economic Development

The strength of the manufacturing sector in Garrett County reflects the County's skill base, combined with low labor cost and availability as well as proximity to markets. Although the manufacturing sector is small and specialized, these characteristics of the County's economy continue to make manufacturing an important industry. Other large employers (see Table 4-2), such as the Wisp Resort and Global Hardwoods, demonstrate the County's strengths in tourism and forest products.

TABLE 4-2: MAJOR EMPLOYERS – GARRETT COUNTY, MD 2008

EMPLOYER - PRODUCT/SERVICE EMPLOYMENT	NUMBER	ACTIVITY
Garrett Co. Board of Education	687	Education
Garrett Industrial Supply/Pioneer Conveyor	487	Mine Repair/Conveyor Equipment
Garrett Co. Government	385	Local Government
Garrett Co. Memorial Hospital	335	Medical
Wal-Mart	320	Consumer Goods
First United	268	Banking and Insurance
Beitzel/Pillar Innovations	259	Metal Fabrication
Garrett Co. Community Action Agency	185	Low Income Assistance Programs
*WISP Resort	175	Four-Season Resort
Fecheimer Brothers	159	Shirts/Uniforms
Goodwill Retirement Community Nursing Care	130	Nursing Care
Dennett Road Manor	120	Nursing Care
Oakland Nursing & Nursing Care Rehabilitation Center	120	Nursing Care
Appalachian Parent Association	115	Services for Disabled
Phoenix Technologies	122	Voltage Test Equipment
Garrett College	100	Education
Global Hardwoods/Hardwood Lumber	100	Kiln Dried Lumber
Merkle Response Data Services Inc.	100	Data Entry/Fulfillment
Garrett Container Systems Inc.	99	Aluminum Shipping Containers
McDonalds Restaurants	90	Food Services
Vindex Energy Processed Coal	90	Coal Mining
Uno Chicago Grill/Arrowhead Deli	87	Food Services
Closet Maid Corporation	75	Storage/Shelving
Hen House Restaurant	73	Food Services
Brownings Groceries	70	Retail Grocery
MD Salem Children's Trust Special Education	70	Education
Rigidply Rafters Roof and Floor Trusses	70	Construction Materials
Clayburn Inc.	65	Brick Castables
Total Biz Fulfillment	65	Order Fulfillment

NOTE: Excludes governments; includes higher educational establishments

Source: Garrett County Department of Economic Development

*WISP Resort increases employment to 800 during the ski season.

INDUSTRIAL LAND DEVELOPMENT

Garrett County has aggressively developed industrial property. The County owns four industrial or business parks, which are all strategically located around the County and within State-designated Enterprise Zones. Currently as of July 2009, there are building sites available in the Southern Garrett Business and Technology Park and the Keyser's Ridge Business Park, which is located along the I-68 corridor. Both the Northern and Central Garrett Industrial Parks are full but design is underway for the new McHenry Business Park, a technology-based business park to be located on County property adjacent to the Airport. Construction of infrastructure is expected to begin this year (2009).

There also is space available in the Garrett Information Enterprise Center (GIEC), a business technology incubator located on the Garrett College campus. The Center offers space to new and expanding technology-based businesses. Its purpose is to facilitate the development of technology-intensive companies.

COMMERCIAL DEVELOPMENT PROJECTS

The view expressed in the 2008 *Garrett County Comprehensive Plan* (Comprehensive Plan), regarding commercial development potential in the future, is that there will be significant growth over the next 20 years. This is apparent in Table 4-3, which summarizes commercial development projections over the period. The estimates show an addition of 1.1 million square feet of commercial and retail space developed between 2005 and 2030, or approximately 44,000 square feet annually; this is additional to the 1.7 million square feet projected at designated employment sites.

TABLE 4-3: PROJECTED EMPLOYMENT AND COMMERCIAL ACTIVITY – GARRETT COUNTY, MD 2030		
EMPLOYMENT SITES	EXISTING SPACE/JOBS (2008)	ADDITIONAL SPACE/JOBS (BY 2030)
Total Employment Sites	808 Spaces – 1,151 Jobs	1,704 Spaces – 1,784 Jobs
COMMERCIAL & RETAIL AREAS	EXISTING SPACE	ADDITIONAL JOBS
*Oakland Area	1,702	300
Grantsville Area	317	100
Friendsville Area	91	20
Chestnut Ridge	267	75
Keyser’s Ridge	37	100
McHenry	387	350
Thayerville	169	150
SUB-TOTAL (COMMERCIAL/RETAIL)	2,970	1,095
TOTAL JOB/COMMERCIAL SPACE	3,778	2,779

Source: Garrett County Comprehensive Plan 2008

*Oakland Area includes the Town of Mountain Lake Park and Loch Lynn Heights

MAJOR ECONOMIC SECTORS

Generally, the major employers are represented in Garrett County’s five key sectors as described in the Comprehensive Plan. Three of these sectors: agriculture, forestry, and mining are part of the economic, historical, and social fabric of the County, western Maryland, and Appalachia as a whole. The fourth, real estate, is closely tied to the second home market and tourism and recreational activities. Tourism is the fifth and arguably, the most important sector.

Agriculture: Agriculture has been and will continue to be an important part of Garrett County's economy and lifestyle. A Resource-Based Industries Study conducted for the Forum for Rural Maryland indicates that the agriculture industry accounts for more than 900 jobs in Garrett County. The 2007 *Census of Agriculture* indicates the following conditions and trends:

- Over the period 1987 to 2007, the number of farms in Garrett County increased by seven (7) to 677. However, overall acreage in agricultural use declined from 121,529 to 95,514 acres (i.e., 26,015 acres or -21.4%).
- The average value of a farm measured in constant 2002 dollars increased from \$253,900 to \$694,100 (173%).
- In 2007, the average farm size was 141 acres and the average value of agricultural products was \$38,000.

Forestry: Forest land covers more than two thirds of Garrett County's land area. The County has traditionally been one of Maryland's leading producers of saw timber. The Forum for Rural Maryland's Resource-Based Industries study indicated that the forestry industry accounts for more than 600 jobs (across several industry sectors). Nearly 300 forestry and wood products companies have operations in Garrett County such as Global Hardwoods/Wood Products in Oakland, and the Rigidply Rafters Roof Company (see Table 4-2 above).

According to data in the Comprehensive Plan, forest land covers nearly 298,000 acres of land (71% of the County). Timberland, forest land that grows at least 20 cubic feet of wood per acre per year, covers more than 285,000 acres or 68% of the County. In 1999, Garrett County had an estimated timberland standing crop of nearly 1.46 billion board-feet of saw timber with more than 62% of that land owned by nonindustrial private landowners. Assuming an average stumpage value of \$250 per 1,000 board feet, this translates to an economic value of over \$365 million for the County's forests. This economic value is "on the stump," and does not take into account value-added or other economic returns. The full value of the County's forests far exceeds the stumpage value when environmental and recreational benefits are considered.

Mining: Garrett County is Maryland's largest coal producer. However, coal and other mining production have decreased from the peak in the early 1900's. As of 1982, the last peak in coal production, mining employed 963 employees in Garrett County and was 9% of the total workforce. Recently, the Forum for Rural Maryland's Resource-Based Industries Study indicated that mining now accounts for 350 jobs in Garrett County.

Real Estate: In 2006, Garrett County received more than \$28 million in taxes from residential real estate, approximately 45% of the \$62.7 million in total County revenue that year. With 4,050 new residential units and more than 3 million square feet of non-residential development projected by the year 2030, it is expected that the real estate industry will continue to be a major component of the County's economy.

The links between real estate and other elements of the economy are important. For example, demand for new homes directly generates activity (and jobs) in the construction, transportation, utilities, and manufacturing industries. The purchase and maintenance of a new home, in turn, spurs secondary activity in the retail and wholesale industries. The real estate industry in Garrett County is strongly tied to the County's tourist economy. As the popularity of vacation and recreational activities increases so does the demand for seasonal and permanent homes as well as businesses to serve new residents and visitors.

Tourism: Tourism plays a special role in Garrett County's economy and its culture. The Comprehensive Plan provides a good overview of the history of tourism and the leading attractions: "Since the 19th century, Garrett County's abundant natural resources and transportation system have been the basis for a tourism economy. By the early 20th century, the County's scenery and railroad access from major cities allowed the cluster of resorts in Deer Park, Oakland, Mountain Lake Park, and Loch Lynn Heights to flourish. Major roads such as US 219, US 40, and I-68 soon spurred recreational and vacation amenities surrounding Deep Creek Lake (which was created in 1923). The Lake area is now home to the state's only ski resort, a re-

circulating whitewater course at Adventure Sports Center International (ASCI)— one of two such courses in America—and the County’s largest concentration of restaurants, hotels, and other tourist-related establishments. The County’s historic towns, state forests and parks, streams with national reputations for trout fishing, and whitewater resources (particularly the Youghiogheny and Savage Rivers) are also important elements of the tourist industry.”

4.3: TOURISM SUMMARY

Tourism accounts for one in five jobs in Garrett County. The County is a significant tourism destination in the State and offers a unique combination of outdoor recreation attractions and mountain scenery. According to recent, tourism accounted for 2,513 full-time jobs and \$49 million in taxes for Garrett County. There are many connections with heritage tourism that run through the entire industry. This section surveys key aspects of tourism in Garrett County.

VISITATION

Welcome Centers: There are 11 State Welcome Centers in Maryland and two of them, at Youghiogheny and Sideling Hill, are essentially gateways to Western Maryland. Both Welcome Centers are points of entry for many visitors to Garrett County and all of western Maryland, often first-time visitors who are seeking directions, accommodations, and things to do. The Youghiogheny Center is located on I-68 near Mile Marker 6 in Friendsville. This Center commands a spectacular view and is an important scenic attraction for the region. Sideling Hill, also located on I-68, is ten miles west of Hagerstown. It is important to note that the State of Maryland announced that both Welcome Centers are closed as of 2011.

The trends in visitors counted at these two centers since 2005 have been mixed (see Table 4-4). Numbers of visitors coming from the east, the Sideling Hill location, have declined in each year and the 2008 figure is just 79% of the 2005 total. The use of the Youghiogheny Center has been increasing since 2006 although usage is still below the 2005 figure. Moreover, visitation at these centers has been declining as a portion of visitation at all Maryland centers.

CENTER LOCATION	VISITORS BY FISCAL YEAR				
	2005	2006	2007	2008	2009
Youghiogheny					
Number	90,364	80,447	84,788	86,760	66,755
Percent of State	4.8	4.3	4.5	4.6	3.5
Sideling Hill					
Number	124,070	111,112	101,398	98,038	66,613
Percent of State	6.6	5.9	5.4	5.2	3.5
TOTAL - STATE	1,881,407	1,807,635	1,788,627	1,729,179	976,482

Source: State of Maryland

Judging by their expressed interests, visitors entering western Maryland from the east through the Sideling Hill Center, have a strong interest in outdoor recreation (see Table 4-5). This subject is the primary interest of nearly a third of the visitors to the site. The interest in dining, taken collectively, account for nearly half of all inquiries.

INTEREST	NUMBER	PERCENT
Outdoor Recreation	2,240	27.2%
Attractions	1,566	19.0%
Dining in Cumberland	1,465	17.8%
Dining	1,262	15.3%
Dining Beyond Cumberland	956	11.6%
MD Heritage Attractions	339	4.1%
Attractions in Cumberland	218	2.6%
Attractions Beyond Cumberland	204	2.5%
Shopping in Cumberland	N/A	0.0%
TOTAL	8,250	100.0%0

Source: Maryland Department of Business/Economic Development

STATE PARKS AND RECREATION AREAS

The facilities that the Maryland State Department of Natural Resources (DNR) operates are the core attractions in Garrett County and the Western Maryland region. These forests and parks are the heart and soul of tourism in the County. The Garrett County Chamber of Commerce lists the following DNR facilities on its website:

- Big Run State Park: 300 acres, with rustic camping opportunities;
- Casselman River Bridge State Park: 4 acres, east of Grantsville on U.S. Alternate Route 40, including an historic bridge;
- Deep Creek Lake State Park: 1,818 acres, with camping, swimming, picnicking, boat launching, interpretive programs, and hiking;
- Garrett State Forest: 7,400 acres of forests, streams and valleys;
- Herrington Manor State Park: a 53-acre lake and many wooded trails;
- Mt. Nebo Wildlife Management Area: area includes a unique red spruce bog wetland;
- New Germany State Park: 455 acres, including trails for hiking and cross-country skiing;
- Potomac State Forest: 12,400 acres of trees, streams and wildlife. The forest offers scenic vistas, camping, hunting, fishing, biking, and nature appreciation;
- Savage River State Forest: 54,000 acres of forestland, streams and wildlife habitat, the largest of Maryland's State Forests. The forest offers camping, hiking, sightseeing, fishing, hunting, biking and winter sports; and
- Swallow Falls State Park: 257 acres, located about six miles north of Oakland. This mountainous park is known for outstanding scenery.

DNR keeps figures on four attractions including the following:

1. Deep Creek Lake;
2. Deep Creek Lake State Park;
3. Herrington Manor State Park; and
4. Swallow Falls State Park.

DNR's estimates are important because they represent one of the few sources of objective estimates of visitation. Although, their value is limited because there have been recent changes in the way the figures

are collected (i.e. DNR instituted a new methodology for estimating the number of visitors). Overall, attendance at these attractions has increased each year since 2001 (see Table 4-6). This overall increase has been almost fourfold between 1998 and 2008.

YEAR	DAY	OVERNIGHT	CABINS	TOTAL
1998	424,577	0	0	424,577
1999	366,077	0	0	366,077
2000	403,585	46,429	14,327	464,341
2001	398,617	45,639	14,980	459,236
2002	577,347	42,666	19,980	639,993
2003	773,080	51,073	18,256	842,409
2004	797,951	47,150	19,695	864,796
2005	912,311	41,133	17,078	970,522
2006	1,046,259	36,209	16,092	1,098,560
2007	1,119,915	29,355	17,893	1,167,163
2008	2,002,973	40,069	15,095	2,058,137
2009	1,461,448	41,592	13,925	1,516,965

Source: Maryland Department of Natural Resources

The figures for individual attractions (see Table 4-7) are interesting but there are limitations in terms of consistency and accuracy and a resultant need to be cautious in how they are interpreted. The fluctuations in visitors counted at Deep Creek Lake and at Deep Creek State Park suggest that there may be factors associated with the methodology in collecting the figures, rather than actual numbers of visitors, that account for the significant changes in 2007 and 2008. In any case, the total numbers increased every year from 2001 and the overall change from 2001 to 2007 was 154%.

PARK SITE	2002	2003	2004	2005	2006	2007	2008	2009
Deep Creek Lake	N/A	N/A	N/A	N/A	N/A	666,216	1,262,810	851,827
Deep Creek State Park	247,412	477,367	466,197	522,267	714,613	97,888	409,124	294,456
Herrington Manor	110,587	107,585	114,003	127,556	123,546	129,089	113,542	105,764
Jennings Randolph (Federal – Army Corps)	N/A	N/A	20,392	22,167	1,624	12,821	9,291	11,824
Swallow Falls	281,994	257,457	264,204	268,532	258,777	261,149	263,370	253,094
TOTAL	639,993	842,409	864,796	970,522	1,098,560	1,167,163	2,058,137	1,516,965

Source: Maryland Department of Natural Resources

If DNR's collection methods are now consistent and accurate, the decline in total visitation from 2008 to 2009 of 542,000 (-26%) is a very significant change. The big declines are at Deep Creek Lake, which has decreased -32.5% and Deep Creek State Park, decreasing -28%. More detailed information regarding State Parks can be found in the *2010 Maryland State Parks Economic Impact and Visitor Study* prepared by DNR at the following address: <http://www.dnr.state.md.us/publiclands/pdfs/economicimpactstudy2010.pdf>.

GREENWAYS AND TRAILS

Residents and visitors use greenways and trails to traverse the scenic landscapes of Garrett and discover its rich natural treasures. Trails offer important pedestrian linkages in the Garrett County Heritage Area. They also are a major tourism draw for the County, providing significant economic returns. The majority of

Garrett County trail systems are located in State Parks and Forests, where trailhead connections are provided for access. Some trailheads are located in Garrett County municipalities and near major tourism destinations such as WISP and Adventure Sports. Tourism activities related to trails include skiing, GEO-Caching, hiking and walking, mountain biking, off-road biking, and off-road vehicle use. The *Garrett County Trail Master Plan* identifies several trail user profiles including: 1) Pedestrians; 2) Fitness Walkers; 3) Hikers; 4) Environmental Educators; 5) Backpackers; 6) Trail Runners; 7) Endurance Athletes; and 8) Bikers.

Regional Economic Impacts from Trails and Trail Connections: Linkages to the Allegheny Trail System in Pennsylvania and Maryland are important for increasing tourism in Garrett County. The Great Allegheny Passage (GAP) is a 132-mile system of biking and hiking trails that connects Cumberland, Maryland to McKeesport, Pennsylvania, near Pittsburgh. In 2006, the GAP was connected to the C&O Canal Towpath in Cumberland, Maryland (Allegany County). This connection created a continuous non-motorized corridor, which is 318 miles long, from McKeesport, Pennsylvania to Washington, D.C.

In 2009, the Progress Fund's Trail Town Program, the Laurel Highlands Visitors Bureau, and the Allegheny Trail Alliance completed a detailed study of trails in the Greater Allegheny Passage (GAP) in Maryland and Pennsylvania. The *Great Allegheny Passage Economic Impact Study (2007 to 2008)*, produced by Campos Incorporated, conducted three phases of research to discover the economic impact that the completion of the trail has had on the trail towns and businesses located near or along the trail. Major economic impacts from the GAP trail system include the following:

- Over the past two years from 2007 to 2008, approximately \$23.9 million worth of receipts (actual revenue) was attributed to the trail.
- Approximately \$4.4 million worth of wages were paid to employees of respective businesses surveyed.
- When projecting average total receipts across the businesses included in the sample, trail attributed revenue in 2007 was approximately \$32.6 million and it was projected that businesses distributed approximately \$6.3 million in wages.
- Despite hard economic times, in 2008 these figures actually increased to projected receipts and wages of approximately \$40.7 million and \$7.5 million, respectively.

Business owners in the study area indicated that

1. On average, one-quarter of gross revenue was directly attributed to trail users and two-thirds reported that they experienced some increase in gross revenue because of proximity to the trail.
2. Over one-quarter of all businesses surveyed mentioned that they have or plan to either expand their operations or hire additional staff because of the impact of the trail.
3. Lodging establishments and outdoor and trail related businesses reported the largest increases in their estimated annual revenue when compared to the other business types.
4. On average, businesses located in Fayette and Somerset Counties, Pennsylvania and Allegany County, Maryland provided the highest estimation in regards to the percentage of their gross annual revenue that could be directly attributed to the trail.

Trail User Demographics & Habits: The users of greenways and trails can be visitors, residents, or those who just enjoy the outdoors. In terms of trail usage, a well constructed and maintained trail and trailhead will attract more users. The GAP study analyzed trail user habits in detail from 670 unique postal codes, which included nearly every state in the continental United States as well as parts of Canada. The analysis discovered the following:

- The average distance traveled by trail users to arrive at a trailhead was 131 miles and the median distance was 20 miles.
- On average, overnight trail users traveled 289 miles with a median distance of 90 miles.
- Biking was the primary activity being performed by approximately nine in ten trail users and nearly all of the overnight trail users reported biking as their primary activity, while using the trail.
- Over three-quarters of the overnight trail users reported using the trail for recreation.
- In contrast, using the trail for health and/or fitness was mentioned by more than half of the local and day trip trail users.
- Over eight (8) in 10 trail users indicated that they were 35 years of age or older.
- Over one-third of the overnight trail users reported household incomes of \$100,000 or more.
- Purchasing and usage behaviors for trail users differed depending on what type of trail user they were.
- Trail users traveling 50 miles or more to arrive at the trail spent approximately twice as much in trail communities as those traveling less than 50 miles.
- Four (4) in 10 trail users surveyed planned an overnight stay as part of their trip.
- On average, these overnight trail users spent \$98 a day in the trail communities and on lodging.
- The remaining trail users surveyed were either local residents or were enjoying a day trip, whereby these local/day trip trail users spent an average of \$13 a day in the trail communities.

Trail Development: The *Friends of Garrett County* look after trails in the County of which there are 25 to 30 trails with a total of 130 miles, most of which are in State parks and Forests. The committee is working on the Greater Garrett Passage, a trail to connect Grantsville to Meyersdale, Pennsylvania as well as on a trail to connect Fort Alice with the Town of Oakland. Trails were the original paths between settlements and many of them have historic and/or cultural significance:

- An Indian trail that goes through Herrington Manor;
- Kendall Trail south from Friendsville, which is a former narrow gauge railroad that ran to Oakland near Cranesville Swamp, a “subarctic bog that is unique in the United States;”
- The old “General Edward Braddock Trail,” which is near Grantsville (French and Indian War);
- A trail to an old coal mine, near Kitzmiller;
- A trail to Hoyer’s Crest, the highest point in Maryland;
- A trail along Meadow Mountain, which is a section of the eastern continental divide; and
- Trails near New Germany including sawmill/gristmill sites.

ATTRACTIONS

While the State Parks and Deep Creek Lake are the core Garrett County attractions, there are thousands of other attractions of a tourism/recreational nature in the County. Table 4-8 below represents attractions listed on the *Maryland Welcome Website*. The listing summarizes Garrett County attractions and historic/heritage attractions are highlighted in the Table. Garrett County accounts for 36 of the 136 attractions in the three-county Western Maryland portion of the site.

The strongest concentrations in Garrett are the recreation, scenic, and sports categories. It is important to note that Garrett County is a great destination for inexpensive sports. This truth is a testament to the success of the State Parks and the trails. There also is significant representation in the science and education category as well, an indication of the learning opportunities that are widely represented in the County. It is interesting that the history/heritage category includes just 4 attractions. Whereas, the Casselman River Bridge and Spruce Forest Artisan Village, not currently listed as heritage attractions, are actually historic sites. In addition, many other attractions cover categories not currently indicated. For example, there is no category indicated on the Maryland Welcome Website for the Garrett County Chamber of Commerce. The Chamber actually fulfills several functions including general information as well as education and discovery.

Recently the Maryland Welcome Website was updated and an interactive map of tourist attractions was developed. The new website should be reviewed, ensuring that current *Garrett County Attractions* are listed on the website and shown on the interactive map.

TABLE 4-8: ATTRACTIONS IN GARRETT COUNTY FEATURED ON THE “MARYLAND WELCOME” WEBSITE

ATTRACTIONS	LOCATION	African-A. Heritage	Ag./Farms	Arts/Visual	Boating and Fishing	General	Historic and Heritage	Performing Arts	Recreation	Religious	Scenic and Landmarks	Science/Ed./Discovery	Shopping	Sports	Tours	Wineries
American Adventure Sports Complex	McHenry				X	X								X		
Bear Claw Snow Tubing Park	Deep Creek Lake								X					X		
Bear Creek Rearing Station	Accident										X	X		X		
Big Run State Park	Grantsville								X		X			X		
Bradford Lake Recreation Area	Mountain Lake Park								X		X					
Casselman River Bridge State Park	Grantsville								X		X					
Cove Run Farm Corn Maze	Accident		X						X							
Cranesville Subarctic Swamp	Oakland										X	X				
Deep Creek Lake Brewing Company	McHenry												X		X	
Deep Creek Lake Cellars	Friendsville														X	X
Deep Creek Lake State Park	Deep Creek Lake				X				X			X				
Discovery Center	Swanton					X					X	X				
Drane House	Accident						X									
Elk Ridge Nature Works LLC	Grantsville										X	X				
Evening Breeze Golf Course	Oakland													X		
Garrett County Chamber of Commerce	Deep Creek Lake															
Garrett County Historical Museum	Oakland			X			X									
Garrett State Forest	Oakland										X	X				
Heritage Museum and Genealogical Library	Friendsville						X									
Herrington Manor State Park	Oakland								X		X	X		X		
Jennings Randolph Lake	Kitzmilller				X				X		X	X		X		
Laurel Highlands River Tour	Friendsville				X										X	
Our Town Theatre	Oakland							X								
Penn Alps	Grantsville			X		X							X			
Precision Rafting Expeditions	Friendsville				X										X	
Savage State Forest	Grantsville								X		X					
Simon Pearce Glassblowing	Mountain Lake Park			X									X			
Spruce Forest Artisan Village	Grantsville			X												
Stanton’s Mill Complex	Grantsville						X									
Steyer Brothers Maple Syrup	Oakland		X										X			
Swallow Falls State Park	Oakland								X		X	X			X	
WISP Resort	Deep Creek lake					X			X		X				X	
Youghiogheny River Lake	Friendsville				X						X			X		

EVENTS

There are thousands of tourism and recreational events each year in Garrett County from small family reunions to huge festivals that attract national attention. Table 4-9 identifies only the larger events that occur, for the most part, annually.

The *Autumn Glory Festival* is probably the best example of an event that draws national attention. According to the Chamber’s description: “Garrett County's Autumn Glory Festival was listed as the #1 Fall Festival by msn.com and has continued to grow since it was started 42 years ago to celebrate Fall in Maryland's mountains.” Two large parades, antique shows, musical entertainment, storytelling, art exhibits, quilt shows, buggy rides, craft shows, food vendors, a car show, a mountain farmer's market and a wide variety of activities makes this much more than an annual leaf-peeping event. From Wednesday's kick-off reception through Sunday's *No Hands Ice Cream Eating Contest*, there is plenty of excitement and lots of fun. Thursday's *Fireman's Parade* with fire and rescue units from up to 200 miles away is followed by the *Oktoberfest* celebration, with its own “Oom Pah” band. Friday offers the *Official Maryland State Banjo Championship*. Besides the sidewalk vendors, musical entertainers and *Grand Feature Parade*, Saturday also offers the *Maryland State Fiddle and Mandolin Championship*. Oakland is the hub of many Autumn Glory events, but activities are scattered throughout the County.

TABLE 4-9: ANNUAL EVENTS BY SEASON – GARRETT COUNTY, MD			
EVENT	LOCATION	DATE (2009)	INFORMATION
Spring			
6 th Annual Beachin’ Weekend	WISP	March 21-22	wispresort.com
Taste of Garrett County	WISP Lodge	May 11	visitdeepcreek.com
Kayaks, Tunes & Brews	Adventure Sports Complex	May 23	hartforanimals.org
McHenry Highland Festival	McHenry	June 5-7	highlandfest.info
The Flag on Mountain MD		June 14	visitdeepcreek.com
Summer			
Fire on the Mountain	Marsh Mountain	July 4	visitdeepcreek.com
10 th Annual Art in the Park	Deep Creek Lake	July 11-12	discovercenterdci.com
4 th Annual Deep Creek Lake Chili Splash	WISP	August 8	wispresort.com
Garrett County Agricultural Fair	McHenry	August 8-15	garrettcountyfair.org
Little Yough Music Festival	Oakland	June-Sept.	littleyough.com
Fall			
Deep Creek Lake Art/Wine Festival	Deep Creek Lake	Sept. 11-13	deepcreekwinefest.org
Savage Man Triathlon	Deep Creek Lake	Sept. 19-20	savagemantri.org
World Series Canoe/Kayak Championship	Deep Creek Lake	Oct.	canoeworldseries.com
Autumn Glory Festival	Oakland	Oct. 7-11	autumngloryfestival.com
Festival of Trees		Nov. 25-28	fotgc.com
Winter			
A Great Small Town Christmas	Oakland	Nov. – Dec.	visitdeepcreek.com
Christmas in the Village	Spruce Forest Artisan Village	Dec.	spruceforest.org
New Year’s Celebration	WISP	Dec. 31	wispresort.com
3 rd Annual Oakland Winterfest	Oakland	Feb. 2010	oaklandmd.com
Deep Creek Lake Dunk	Deep Creek Lake	Feb. 27 2010	dunkmd.com

Source: Deep Creek Lake Area Electronic Visitors Guide

Table 4-9 presents the major events of broad interest but this calendar encompasses just a fraction of all events in Garrett County. As an indication, the Chamber of Commerce Calendar shows 133 events in the

six-month period from May through October, 2009, and even this figure is only the tip of the iceberg. Most of the towns have *Town Days* that attract large numbers of visitors to heritage activities. For example, Grantsville Days brings 20,000-30,000 weekend visitors. Fall is the most important season from a tourism perspective in Garrett County, bringing large numbers of visitors to experience events and view the beautiful scenery. However, the County’s tourism slogan attempts to promote year-round visitation: “Garrett County - A Four-Season Destination.”

ACCOMMODATIONS

The Garrett County Chamber of Commerce website lists accommodations by type including:

- Bed &Breakfasts (B&B’s): 13 establishments;
- Cabins and Lodges: 28 businesses;
- Camp Sites: 4 sites; and
- Hotels and Motels: 23 establishments.

Table 4-10 summarizes the leading hotels, motels, and B&B’s in Garrett County. These facilities include a total of 632 rooms with standard room rates ranging from \$60 to \$150.

TABLE 4-10: ACCOMMODATIONS – GARRETT COUNTY, MD				
ACCOMMODATION	LOCATION	ROOMS	CONFERENCE ROOM	SWIMMING POOL
Alpine Village Inn	Oakland	29		X
Bear Creek Crossing B&B	Accident	3	X	
Carmel Cove Inn	Swanton	10	X	
Casselman Hotel/Restaurant	Grantsville	40		
Comfort Inn	McHenry	75		X
Deer Park Inn	Deer Park	3	X	
Garrett Inn	Oakland	Unknown		
Good Timber B&B	Oakland	3		
Haley Farm B&B/Spa	Oakland	10	X	
Lake Breeze Motel	Oakland	10		
Lake Pointe Inn	McHenry	10	X	
Lake Star Lodge	Deep Creek Lake	21		
Long Branch Saloon/Motel	Mt. Lake Park	12		
North Glade Inn	Swanton	10	X	
Oak and Apple B&B	Oakland	4		
Oakland Motel	Oakland	17		
Oak-Mar Motel	Oakland	20		
Riverside Hotel	Friendsville	Unknown		
Savage River Inn	Swanton	5	X	X
Savage River Lodge	Frostburg	18	X	
Streams and Dreams B&B	Oakland	5	X	
Suites at the Silver Tree	Deep Creek Lake	51	X	
Sunset Inn	Friendsville	4		
Lodges at Aqua Mt. Resort	McHenry	35		
The Stonebow Inn	Grantsville	9		
Will’O the WISP Condos	McHenry	57	X	X
Windy Knoll B&B	McHenry	3		
WISP Resort Hotel/Conference	McHenry	168	X	X
Yough Valley Motel	Friendsville	Unknown		

In addition to the accommodations, Garrett County has a wealth of house rentals. The Garrett County Chamber of Commerce website identifies 7 rental companies and 23 rental home businesses. There are more than 5,000 seasonal and second homes around Deep Creek Lake and a large number of those units are available on a weekly basis. All this activity has a significant economic impact, especially in view of the fact that room sales generate tax payments to the County and these taxes directly support the costs of organization and marketing of tourism and recreation. Table 4-11 summarizes room sales from 2002-2008 (sales are adjusted in constant 2008 dollars). Overall, the figures show a real increase of approximately 26% in sales.

YEAR	SALES	PERCENT
2002	\$25,628,881	N/A
2003	\$27,333,867	6.7%
2004	\$27,963,626	2.3%
2005	\$28,502,079	1.9%
2006	\$31,010,981	8.8%
2007	\$31,206,612	0.6%
2008	\$32,245,966	3.3%

*Constant 2008 Dollars

Source: Maryland Department of Business and Economic Development

SEASONS

Late summer and early fall are the core months for sales in Garrett County (see Table 4-12). In particular, August and September account for over a fifth of total annual sales (21.5%) Summer and winter months are very strong. Late winter and spring, from February to May represents the off-season.

MONTH	RANK	SALES TAX/MONTH
August	1	1,978,049
September	2	1,964,155
July	3	1,862,548
January	4	1,601,368
October	5	1,494,996
June	6	1,490,570
November	7	1,400,998
December	8	1,372,317
April	9	1,336,820
March	10	1,320,713
May	11	1,284,874
February	12	1,207,161
TOTAL	N/A	18,314,569

Source: Maryland Department of Business and Economic Development

MARKETS

A research team from University of West Virginia recently conducted study of tourism over four seasons for Garrett County. The study is providing important information on each aspect of the tourism picture in the County. This includes the following aspects:

- Tourist demographics;
- Trip characteristics;
- Tourism activities and spending patterns;
- Perceptions of Garrett County; and
- Visitors' "needs and wants" for additional attractions and services.

In the August survey, approximately 57% of visitors were females and 43% were males. The majority of visitors (41.2%) were between 40 and 54 years old. Generally, visitors were married (74.3%) and had either an undergraduate (39.4%) or graduate degree (36.7%). Most were from affluent households. Some 51.8% reported family income over \$100,000. Most were from Maryland (35.2%), followed by Pennsylvania (23.9%), Virginia (14.8%), and West Virginia (12.5%). A total of 13 states and two foreign countries were identified as tourism origins. The survey populations in fall and winter were quite similar.

LOCATION	PERCENT
Other Locations in MD	21.4%
Other Counties	14.3%
West Virginia	14.3%
Delaware	14.3%
Virginia	11.9%
Florida	7.1%

Source: Garrett County Tourism Survey, Recreation, Parks and Tourism Resource Program, West Virginia University

The overall pattern of tourism travel and the positive indication of Garrett County as a major vacation destination are apparent from this work:

- Most respondents (77%) listed leisure/vacation as their primary reason for visiting Garrett County.
- Most were repeat visitors: some 77% had visited more than ten times and 92% had visited at least twice in the past.
- Average length of stay was 10.3 nights; a large proportion, 46%, owned a second home in the County.
- Average group size was 4.5 persons.

ACTIVITY	PERCENT
Dining Out	67.2
Cooking In	51.9
Motor Boating	39.9
Water Sports	29.0
Movie	28.4

Source: Garrett County Tourism Survey, Recreation, Parks and Tourism Resource Program, West Virginia University

Geographically, the primary market for Garrett County is Maryland. The second market includes its three neighboring states: Pennsylvania, West Virginia, and Virginia. The District of Columbia, as well as Ohio and other states are supplementary markets. The competitive places that visitors identified were diverse (see Table 4-13 above). As shown in Table 4-14, the most popular activities were dining out, cooking in, and motor boating with water sports and movies also identified as popular pastimes. With respect to retail activity and services:

- The most often purchased item was dining out (33%) followed by local food products (26%), souvenirs (15%), sporting goods (14%), and “locally made products” (12%).
- The goods and services that visitors sought but could not find included foods (produce, restaurants), activities (water park, pool, ice rink) and retail stores (hats, sports equipment, etc.).

Average personal daily spending on air, rental car, gasoline, lodging, restaurants, groceries, shopping, admissions and fees, and others was approximately \$148. Total personal spending for the trip amounted to \$644. Total group spending for the trip was \$2,439.90.

As shown in Table 4-15, scenery ranked as the County’s most important attraction. Not far behind was a cluster of attractions including foliage, State parks, water sports and festivals/events.

TABLE 4-15: PERCEIVED IMPORTANCE OF ATTRACTIONS FOR GARRETT COUNTY, MD		
RANK	ACTIVITY	PERCENT
1	Scenery	93
2	Fall Foliage	88
3	State Parks/Forests	87
4	Water Sports	85
5	Festivals and Events	84
6	Trails	78
7	Ski Resort	77
8	Artificial Whitewater Course	74
9	Fishing	65
10	Golf Course	61
11	Historic Sites	59
12	Camping	50
13	Real Estate	37
14	Farm Tours/Mazes	36

Source: Garrett County Tourism Survey, Recreation, Parks and Tourism Resource Program, West Virginia University

The most important source of information about Garrett County was word of mouth (77.7%) followed by internet search engine (48.4%), which was tied with newspapers (48.4%), brochures (38.6%), visitor information centers (33.3%), and the television (29.9%). Travel shows and billboards were among the least sourced information about the County.

While there is a final survey scheduled to be completed in 2009, there are conclusions starting to develop from this Market Survey. These include the following:

- Since dining out was the most popular activity for summer and fall-season visitors, maintaining or enhancing the quality of products and services associated with dining out activities is essential for the area.
- A significant proportion of visitors (69.4%) considered nature observation and study as an important motivation for traveling to the area. This may indicate that there is a potential market for green tourism or ecotourism focusing on nature.
- Because of the high level of environmental amenities, Garrett County has attracted a good portion of amenity migrants such as second home owners, who are important contributors to the local economy. They stay longer and spend more than other groups on restaurants/bars and groceries with total average group trip spending of \$789 (lodging costs were not included for this group). The County should avoid negative tourism-related impacts on the environment and local community when developing new tourism projects or activities, as several visitors noted that deteriorating environmental quality due to tourism and commercial development is the major barrier for relocating to the area.

In summary, Garrett County is a significant tourism destination for a market area primarily in three states and a tourism population that is both loyal and affluent. This is a very positive indicator for future

growth in the tourism market and also a positive indicator for developing a heritage tourism market in the County.

ECONOMIC IMPACTS

A recent study of tourism in Maryland over the period 2005-2007 identified the core tourist-related spending, employment and taxes for all but four counties. It also estimated the importance of total tourism employment to each county in relation to other economic sectors.

In regards to the overall economic impact of tourism in Garrett County, it accounted for 2,513 jobs (see Table 4-16) or 1.37% of total tourism employment in Maryland. The tourism sector in Garrett County ranked second in importance in total County employment. The only County in which tourism was more important was Worcester County, the State's coastal resort area. In terms of taxes, Garrett County's \$50 million tax impact represented 1.35% of tourism-related taxes collected in the State. Tourism in Garrett County had a wage impact of \$68 million on an annual basis.

COUNTY	IMPACT (\$000'S)		EMPLOYMENT	
	TAXES	WAGES	NUMBER	*RANK
Anne Arundel	592,709	1,048,339	29,938	3
Baltimore (City)	344,449	500,543	17,398	11
Baltimore (County)	494,585	786,559	24,982	10
Calvert	35,134	57,299	1,775	6
Carroll	97,579	153,275	4,979	5
Cecil	40,543	60,366	2,109	7
Charles	70,812	115,485	3,577	6
Dorchester	15,571	24,654	786	7
Frederick	106,753	123,114	5,392	11
Garrett	49,744	68,376	2,513	2
Harford	104,218	180,221	5,265	8
Howard	197,906	118,271	9,996	9
Kent	14,757	35,428	745	8
Montgomery	581,302	1,037,663	29,362	9
Prince George's	385,636	578,403	19,479	9
Queen Anne's	19,636	29,775	992	8
St. Mary's	42,280	33,118	2,136	7
Talbot	33,242	41,285	1,679	8
Washington	73,584	86,673	3,717	9
Worcester	215,831	478,375	10,902	1

Source: Maryland Department of Business and Economic Development, TIA Study 2008

*Rank measures the importance of tourism employment in relation to total employment

The same study evaluated the impact of seasonal and second homes on Maryland counties (Table 4-17). The work identified almost 4,000 seasonal units and estimated rental income in 2007 of \$80 million. Garrett County ranked second to Worcester County in these measures and well ahead of the third county on the list, Anne Arundel.

COUNTY	SEASONAL/SECOND HOMES (NUMBER)	RENTAL INCOME (\$000'S)	RANK
Worcester	17,681	353,620	1
Garrett	3,996	79,920	2
Anne Arundel	1,913	38,260	3
Montgomery	1,707	34,140	4
Baltimore (City)	1,432	28,640	5
Cecil	1,410	28,200	6
Kent	957	17,705	7
St. Mary's	1,216	17,024	8
Baltimore (County)	1,212	16,968	9
Talbot	1,104	15,456	10
Calvert	1,004	14,056	11
Queen Anne's	651	5,859	12
Dorchester	613	5,517	13
Prince George's	533	4,797	14
Washington	468	4,212	15
Charles	432	3,888	16
Howard	325	2,925	17
Harford	299	2,691	18
Frederick	284	2,556	19
Carroll	117	1,053	20

Source: Maryland Department of Business and Economic Development, TIA Study 2008

Impacts on Sales: The State estimates the impact of sales to tourists by category of sales (see Table 4-18). The figures indicate that accommodations account for 40% of taxes collected, while food and beverage categories make up 23%.

CLASSIFICATION	2002	2003	2004	2005	2006	2007	2008
*Restaurants, lunchrooms, Delis (1)	151,605	302,338	299,149	325,956	348,146	388,901	467,187
**Hotels, Motels Selling Food (2)	126,636	194,183	161,425	140,974	135,510	147,091	104,644
**Restaurants and Night Clubs (2)	93,120	173,457	203,881	187,018	183,011	213,044	246,623
General Merchandise	3,479	6,834	5,900	5,622	6,944	11,499	86,670
Automobile, Bus/Truck Rentals	18,364	82,512	101,917	99,486	81,018	105,342	66,040
Airlines – Commercial	N/A	7	20	N/A	N/A	N/A	N/A
Hotels, Motels, Apartments, Cottages	589,882	917,058	942,999	1,045,944	1,061,640	1,105,068	821,876
Recreation and Amusement Places	32,167	157,996	181,627	186,819	217,567	265,000	231,834
TOTAL TOURISM TAX FACTOR	1,015,253	1,834,384	1,896,918	1,991,819	2,033,836	2,235,945	2,024,874

Source: Maryland Department of Business and Economic Development, Tourism Research Office

*(1) – Without Alcohol

** (2) – With Alcohol

After five years of steady growth, the decline from 2007 to 2008 is significant. It was most severe in the accommodations category. This suggests that day trips may have been a bigger part of the tourism picture in 2008, possibly reflecting rising gasoline costs in that year.

4.4: ECONOMIC AND TOURISM ORGANIZATIONS

There are important connections among mainstream economic development and the specialized areas of tourism development and heritage management. The overlap reflects the joint interests associated with recreational and cultural resources and their connection with jobs and general economic conditions. Here we review the organizations with principal responsibilities in these related areas and the interrelationships among them. Our focus is on seeing connections and opportunities that could affect decisions on the management of heritage resources.

GARRETT COUNTY ECONOMIC DEVELOPMENT

Garrett County Economic Development (GCED) is the County department responsible for economic development planning and strategy. GCED's primary mission is to attract and retain jobs and employers and to diversify the County's economic base. Through the semi-public Garrett County Development Corporation and GCED's partnerships with the Maryland Department of Business and Economic Development (DBED), the Appalachian Regional Commission (ARC), the Tri-County Council (Garrett, Allegany and Washington Counties), and federal agencies. GCED administers all local, state, and federal assistance for companies in Garrett County.

The 2002 to 2008 *Economic Development Strategic Plan*, prepared by GCED and the Economic Development Corporation, is the County's primary economic policy guidance document. The Strategic Plan's goals are to:

- Develop a skilled and educated workforce that will support a diverse economy, thereby attracting employment opportunities for residents.
- Identify specific and desirable industry sectors and implement programs for their recruitment to Garrett County.
- Achieve an Economic Development Plan integrated with other local, state, and federal plans where linkages are mutually beneficial.
- Support growth and diversification of existing business sectors, including agriculture.
- Establish an infrastructure that can sustain desired business growth.
- Implement the economic development initiatives while being mindful of sustaining and enhancing Garrett County's quality of life and the environment.

The Strategic Plan lists three major strategies to achieve these goals:

1. Grow the workforce's skill base through education, training, and diversified employment opportunities;
2. Increase the availability of affordable housing; and
3. Expand and enhance supporting infrastructure.

While Garrett County has historically had the highest unemployment in the State, its economy has been improving in recent years. The County's manufacturing base has been growing. As an indication, "Closet Maid" recently selected a Garrett County site for a new plant.

Current activity: Industrial infrastructure has been a primary focus of the County's economic development efforts. With four business/industrial parks in place, it is planning a 135-162 acre "tech park" near the airport. The County has \$5.3 million to buy the real estate and build infrastructure. The development will include an affordable housing component with 200-250 units at target prices around \$150,000. Other important economic activities include the following:

- The County is improving its fairgrounds, investing \$3.5 million in a 30,000 square foot expansion. They will be able to do more with a year-round staff. However there is no large indoor facility for conventions, conferences and special events.
- GCED supports tourism indirectly, assisting in the financing of projects like the Adventure Center, but it is not active on this subject.
- In some situations conflicts arise between economic development and tourism. The two wind farm projects proposed in the area are very controversial. One is on Back Bone Mountain in the southwest corner of the County and will have an impact on the viewshed.
- According to County economic development staff, tourism is not popular with many long-term County residents. Although 65% of the County tax base is in the Deep Creek watershed, and most of those people do not use County schools and services, there appears to be local animosity towards tourists and seasonal home owners.

Food, Agriculture, and Tourism: There are important connections between food, farming, and tourism. The GCED plays an important role in this regard. Several years ago, the County created an Agricultural Marketing specialist position in GCED and this person has promoted specialty products and activities such as goat cheese, a farmers market, and a cornfield maze.

Interesting tourism related activities include the farm marketing specialist working on the barn quilt project. Farmers paint quilt patterns on barns and create a tour around this theme. Some 18 states are involved in this project.

Over the past 9 years, the Department, partnering with Preston County, West Virginia has published an annual agricultural marketing brochure. In recent years there has been a decline in interest and participation by about 25%. Local participants declined from 16 to 12. It appears that 2002 was the heyday and the subject "may be going out of fashion" or farmers may be finding that marketing associated with tourism is not profitable in regards to their trade and industry sector. There are nevertheless a variety of businesses relevant to tourism and heritage tourism in Garrett County, including the following:

- Four farmers markets located in the County. The Oakland Market is quite successful, with annual sales over \$250,000 in produce plus arts and crafts. The market in Accident sells fresh produce,

organics, olives, and specialty products. Originally, the owners came to the area to raise buffalo. There also are small markets in Grantsville and McHenry.

- An Amish-owned bulk food store in Pleasant Valley, on MD Rt. 219 south of Oakland. However, the Amish community in this area does not seem oriented to tourism.
- Firefly Farms, a goat cheese maker in Accident. The owners are renovating a building and plan to teach cheese-making. They buy raw milk from farmers in western Pennsylvania.
- Cove Run Farm is a dairy farm including a corn maze located north of Accident.
- Blue Bell Farm Alpacas is located near Grantsville south of U.S. I-68. The owners send wool to Peru and sell the craft products that are produced onsite.
- A farm-based Bed & Breakfast is located in the County and non-farmers run it as it is “a place to stay” but not as “a farm experience.”
- Two horse stables identified in the marketing brochure.
- Several Century Farms (i.e. farms owned by the same families for more than 100 years).
- Farms have a side business of selling embryos and sperm. This is an important source of income as milk prices are low.

Business Opportunities and Project Ideas Associated with Tourism: The potential connections between economic development and tourism are very broad and the following ideas and concepts have surfaced in discussions with GCED:

- The Amish/Mennonite Heritage: The Community Action Agency believes this is a potential development opportunity and has been trying to put a market in downtown Oakland (see discussion, below).
- Farm Heritage Museum: The idea has been raised at various times but the financial feasibility of this type of project usually requires a large public subsidy and return on investment is unknown and would require study. There are several “town museums” in the County that include farm industry displays. Further research regarding a Farm Museum is suggested.
- Strawberry Festival: Garrett County produces great strawberries from June through September, and farmers get a good price for these fruits. This could provide a theme for a weekend festival.
- Expanded Marketing: A strong market for local products and organics is indicated in the Morgantown, West Virginia area, where there is more local affluence due to the university and growing businesses.
- Coordination with Pennsylvania: There is a bulk food auction center near Springs, Pennsylvania, a few miles north of Grantsville and GCED is trying to get more benefit from it for Garrett County Farmers through enhanced partnerships.

GARRETT COUNTY COMMUNITY ACTION COMMITTEE

The Garrett County Community Action Committee (GCCAC) is active in various aspects of community development that relate to tourism and heritage tourism. Several years ago GCCAC provided technical support to the Towns in Garrett County to create individual community plans for each municipality. In

many respects, the Towns embody the heritage of Garrett County in their residents, institutions, structures and diverse cultures. Most of the Towns included tourism concepts and projects in their local municipal strategies (see *Chapter 3: Development and Land Use*):

- Accident: Expand the programming and interpretation of the Drane House.
- Deer Park: Develop a joint promotion with “Flying Scot” boats to host facility tours; develop an annual “Deer Park Water” festival; and develop an interpretative exhibit of the Deer Park Inn.
- Friendsville: Determine the feasibility of restoring the historic mill.
- Grantsville: Develop interpretative displays at the Fuller Baker Log House and the Casselman Inn.
- Kitzmiller: Promote the community’s location along the Coal Heritage Theme segment of the Mountain Maryland Scenic Byway.
- Loch Lynn Heights: Improve the railroad crossing as a gateway into the community and restore the Assembly Hall through an adaptive re-use of the building and site.
- Oakland: Develop the former Southern States building as an Amish or country restaurant and develop a coal heritage museum in the Acorn Building.

These projects and ideas (as well as others in the community plans) may merit special additional study as the Heritage Program is implemented. Appendix M provides a full inventory of identified projects for the County, and Appendix N contains the full project descriptions.

The GCCAC also manages a micro-loan program that provides access to funding for smaller projects that owners typically try to finance through the use of high interest credit cards. Under the *Western Maryland Micro-Loan Fund*, applicants are eligible to apply for \$500 to \$5,000 to be used for start-up costs, working capital, equipment, marketing expenses, etc. Since these are higher risk and higher maintenance funds, interest rates are typically the prime rate plus two percent. Applicants are required to have business plans certified by the Business Technical Assistance Consultant of the Tri-County Council.

TRI-COUNTY COUNCIL

The Tri-County Council (TCC) coordinates federal investments in infrastructure in the three-County area of Western Maryland (Allegany, Garrett, and Washington). Its programs touch directly and indirectly on various aspects of tourism including heritage tourism. In particular, the TCC manages a successful *Revolving Loan Fund* program (RLF) targeted to business and industries located in Western Maryland. The RLF provides additional opportunities for businesses to utilize low interest public financing. An independent loan review board makes lending decisions and establishes terms and conditions. Staff disseminates information on the program, assists in the preparation of applications to the loan committee, and recommends on the suitability of the project.

TCC also manages the *Rural Enterprise Loan Fund* (REL), which is designed as a near-equity financing tool for high-technology companies in Western Maryland. To date four loans totaling \$540,000 have

been made from this fund. This fund differs from other TCC financing programs in that commercial lender participation is not necessary, if there is at least 25% owner or other private investment. USDA requires that TCC establish a loan loss reserve account of at least 5% of the outstanding loans. Therefore, loans are assessed a higher interest rates and the much riskier nature of the projects financed through this fund. Projects funded with the USDA portion of the funds can only be located in designated rural areas of the three counties. Due to the higher interest rate, the RELF funds have not been as attractive to potential applicants as TCC's regular RLF. In addition, the high-tech companies that this fund targets typically locate in areas that are not designated as eligible for United States Department of Agriculture (USDA) funds. When the TCC assumed these funds from the "Mountain Maryland Entrepreneurial Development Center," it received permission to use them for community development projects if there are no projects that fit the initial criteria of the fund. Since most of the regular TCC's Revolving Loan Funds are currently expended, the use of the RELF money is a priority. These loan funds may be appropriate to support tourism projects, in some cases.

APPALACHIAN REGIONAL COUNCIL

Garrett County is a part of the federally designated Appalachian region and participates in federal programs through the Appalachian Regional Commission (ARC), an entity established by Congress in 1965 to support economic and social development in the region. The ARC is a partnership of the 13 Appalachian states and the federal government. Multi-county organizations with boards made up of elected officials, businesspeople, and other local leaders provide grass-roots organizations.

The ARC *Development Plan for Maryland*, 2008 to 2011, addresses the following long-term road local and regional initiatives potentially related to tourism:

- North South Road Corridor: The ARC's focus is on a major north/south corridor to serve Allegany and Garrett Counties. Maryland Route 219 is one of the primary focal points in this development project. Pennsylvania has made major progress north of the Maryland line by completing the Meyersdale bypass and is moving ahead with environmental assessments and design needed for completing the Pennsylvania portion of the project. Maryland also has begun preliminary engineering for the 2-mile stretch between the Mason Dixon Line and U.S. I-68. The stumbling block is the funding to purchase the extensive right of way easements needed from Meyersdale to Maryland. Currently, there are several alternatives for this new route which are being assessed.
- Oakland By-Pass: There are plans for a bypass around the Town of Oakland, which is intended to reduce traffic congestion in the Town and enhance the access to two of the County's major business and industrial parks.
- Allegheny Highlands Trail: This trail is projected to attract over one hundred thousand (100,000) visitors annually. It is one of the premier trails on the East Coast totaling almost 350 miles and includes the C&O Canal historic towpath. While the trail is outside Garrett County, it is a very important regional attraction.

- **Tourism Kiosks:** ARC has supported a regional tourism initiative that provides real-time kiosks in several locations in the three counties. Digital screens provide access to regional attractions, and allow users to print driving directions and purchase event tickets. This program is regarded as highly successful. There is a kiosk at the Garrett County Visitors’ Center in McHenry and in the Town of Kitzmiller near the West Virginia border.

ARC supports projects of all types that contribute to the expansion of local economies. It has participated in most of the projects undertaken in Garrett County in recent years from trail development to tourism research.

TOURISM ORGANIZATIONS

It seems strange to isolate a jurisdiction from all the counties around it, when political boundaries often have little to do with natural conditions, history and current recreational patterns, and tourism, which is an activity where there is great potential for synergy among places. Yet tourism professionals do this all the time as towns, counties, and states seem to be in competition for scarce tourism dollars. While competition is healthy in most respects, there is room for cooperative efforts to expand the tourism experience. No one place offers everything that a typical tourist is seeking and the connections between places can greatly enhance the individual experience. This section addresses the regional and local tourism programs in and around Garrett County as well as the potential relationships among them.

Garrett County, Maryland: Garrett County’s Chamber of Commerce is the designated *Destination Management Organization* (DMO) for the County in terms of tourism. The State of Maryland’s Office of Tourism uses this term to identify the leading entity in each county with respect to overall management of tourism promotion. The Chamber has a Vice President for Tourism to manage its tourism development activities.

There are tourism organizations, including DMO’s, in all the counties around Garrett County in West Virginia and Pennsylvania as well as Maryland. Table 4-19 summarizes these tourism marketing organizations by jurisdiction and location.

TABLE 4-19: DESTINATION MARKETING ORGANIZATIONS – WESTERN MARYLAND REGION			
COUNTY	ORGANIZATION	LOCATION	WEBSITE
Maryland			
Allegany County	Dept. of Economic Development	Cumberland	
Washington County	Hagerstown/Washington Co. CVB	Hagerstown	
West Virginia			
Grant County	CVB	Petersburg	www.grantcountycvb@frontier.net
Mineral County	CVB	Keyser	
Tucker County	CVB	Davis	
Preston County	Greater Morgantown CVB	Morgantown	www.tourmorgantown.com
Pennsylvania			
Somerset County	CVB	Ligonier	www.laurelhighlands.org
Bedford County	Visitor’s Bureau	Bedford	www.bedfordcounty.net

Thomas Point Associates

Allegheny County, Maryland: Allegheny County, Maryland borders Garrett on the west. It is part of the “Cumberland, Maryland-West Virginia Metropolitan Statistical Area.” Its 2000 population was 74,930 people. The County seat is in the City of Cumberland. The City/County website features Rocky Gap Resort as well as the Western Maryland Scenic Railway and other attractions. The lead themes are adventure sports and less expensive family vacationing. Canal Place, a renovated industrial complex in downtown Cumberland, features a variety of activities and attractions including canal boat replica tours, scenic rail excursions, the Shops at Canal Place retail plaza, unique galleries, festivals, hiking/biking along the canal, and the C&O Canal National Historical Park’s Cumberland Visitor Center.

The County’s Department of Economic Development manages its tourism marketing efforts. It uses the same website provider as Garrett County (Exclamation Labs in Cumberland) and the four principal tourism websites (www.Mdmountainside.com, www.wmsr.com, www.canalplace.com and www.AlleghenyArtsCouncil.org), which are all linked and share visitor results. The County also has a “kiosk system” with eight units at different locations where visitors can obtain information on accommodations, food and attractions.

Somerset County, Pennsylvania: Somerset County, Pennsylvania is located northwest of Garrett County. Its 2000 population was 80,023 people. The County was created on April 17, 1795 from part of Bedford County. It is part of the “Johnstown, Pennsylvania Metropolitan Statistical Area,” and the County seat is Somerset. This area is similar to Garrett County in the nature and extent of its natural attractions. The tourism website features the following activities and attractions:

- Tour Falling Waters (Frank Lloyd Wright) and other architectural masterpieces;
- Ski Pennsylvania’s highest mountain;
- Bike the Great Allegheny Passage;
- Raft on whitewater on the Youghiogheny River;
- See French and Indian War sites where George Washington’s career began; and
- Enjoy Idlewild and Soak-Zone and experience Pennsylvania’s oldest summer stock theater.

This is one of the few tourism marketing entities that make reference to a regional attraction: “The Great Allegheny Passage is the longest multi-purpose rail-trail in the eastern United States with 132 continuous miles from near Pittsburgh to near Meyersdale. When completed, it will connect to the C&O Towpath in Cumberland, Maryland, providing a motor-free route from Pittsburgh to the District of Columbia.”

Bedford County, Pennsylvania: Bedford County, Pennsylvania is located northeast of Garrett County. The population in 2000 was 49,984 people. It is part of the “Altoona, Pennsylvania Metropolitan Statistical Area.” The County seat is Bedford and the town of Breezewood is located in the eastern edge. The local Visitor’s Center aggressively promotes attractions in surrounding locations. This is apparent with respect to the Civil War Attractions. In the following list only the last one identified below is located in the County:

- Gettysburg National Military Park; Gettysburg, Pennsylvania: Offers an outstanding overview of this major historic battle. There are many commercial activities dedicated to the Civil War in Gettysburg, but we recommend your visit begin with the National Park Visitors Center. Enclosed within this building is the "electronic map" providing an excellent overview of the battle. The Visitor's Center is free.
- Antietam National Battlefield, Sharpsburg, Maryland: The bloodiest day of the Civil War happened on this ground. We recommend you visit the visitor center first. It is located 1 mile north of Sharpsburg, MD. From there visit the battlefield (an 8 mile driving tour can be obtained from the visitors center.)
- Harpers Ferry National Historic Park, Harpers Ferry, West Virginia: Located 30 minutes south of Antietam. It was the key to the security of Washington DC, and is also the site of John Brown's famous raid prior to the Civil War, attempting to ignite a slave insurrection.
- Colonel Higgins Defense: In central Bedford County, entrenchments were prepared to provide protection against an anticipated Confederate attack to take or destroy the Altoona Railroad. The Confederate defeat at Gettysburg removed this threat. The entrenchments are still visible.

West Virginia: Tourism professionals refer to the area of West Virginia west of Garrett County, including the Canaan Valley, as the Potomac Highlands. There are several CVB's in this region. The CVB's in West Virginia cross-market extensively among themselves although there is little or no mention of attractions in Garrett County or anywhere in Maryland in public tourism materials. For some visitors to Garrett County there are many connected activities and experiences in these West Virginia counties.

Grant County: Grant County calls itself the *Heartbeat of the Potomac Highlands* Its website features mountain landscapes and abundant natural resources, trout fishing, canoeing, mountain biking, and wilderness hiking. As an example, the Dolly Sods Wilderness Area (10,215 acres) is located in the Monongahela National Forest, roughly 15 miles west of Petersburg, the County seat. At elevations of 2,600 to over 4,000 feet, the area has extensive flat rocky plains, upland bogs, beaver ponds, and sweeping vistas and resembles northern Canada. Many species found there are near their southernmost range.

Mineral County, West Virginia: Mineral County, West Virginia is part of the "Cumberland, Maryland-West Virginia Metropolitan Statistical Area." Its population in 2000 was 27,078. The county seat is Keyser, approximately 30 miles east of Oakland. Its leading tourism attraction is Jennings-Randolph Lake, which lies partly within Garrett County.

Jennings Randolph Lake: Jennings Randolph Lake (952 acres) offers extensive recreational opportunity with more than 13 miles of shoreline. Howell Run Picnic Area overlooks the lake and contains 40 picnic sites, two pavilions and a playground. The Howell Run Boat Launch consists of a two-lane concrete ramp. The Robert W. Craig Campground is situated on a high ridge overlooking the dam site and features 87 campsites, potable water, hot showers, and a playground. A ¾-mile interpretive trail has

been developed in the area. The West Virginia Overlook area contains a two-tier Visitor Center with a view of Waffle Rock, a unique natural formation.

Tucker County: Tucker County is in the heart of the Canaan Valley, one of the top recreational areas in West Virginia and a significant tourism destination in the Mid-Atlantic region. The website summarizes its attractions as a high mountain paradise with more miles of trail than road, more designated wilderness areas than traffic lights, more room to roam, and more adventure than you can shake a hiking stick at. From the rugged beauty of the Blackwater Canyon to the pristine back country of the Dolly Sods wilderness, it's a world untouched, unhurried, and unrivaled. Principal attractions are skiing, golf and diverse outdoor activities---hiking, fishing, camping, etc.

There are historic train rides that begin in Elkins, West Virginia. The area includes two Federal Wilderness Areas and the Canaan Valley National Wildlife Refuge. Family activities include extensive trails, golf courses, scenic rides, nature hikes, swimming, and historic mountain towns such as Thomas. Blackwater Falls is one of West Virginia's most photographed sites.

4.5: ECONOMIC AND TOURISM OBSERVATIONS

SOCIOECONOMIC OBSERVATIONS

Garrett County has experienced socioeconomic changes in recent years. These conditions and trends raise important challenges for the management of heritage resources and the future of tourism industries in the County.

Population: Garrett County has a very homogeneous ethnic and racial base with respect to its population (approximately 99% Caucasian). Other important demographic indicators include the following:

- The population of Garrett County (currently estimated total of 29,569) expanded significantly in the 1990's and has declined since 2000 with continuing decreases projected in the near term future.
- Garrett County's 8 towns and 11 rural villages account for roughly one fifth of the County population.
- Populations in four of the eight towns declined from 1990 to 2008.
- The County's population is old and getting older, relative to the United States as a whole; in 2000, the median age was 38.2 and increased to 40.1 in just nine years (as of 2009), whereas the national median age in 2009 is estimated at 36.7.
- In 2000, an estimated 15% of the County's population was age 65 or older, compared to 11% statewide, and this age group is expected to grow to 27% by approximately 2025.

The most important statistics noted is the current decline and the projected declines in population. In addition, Garrett County residents tend to be older in relation to the State of Maryland as a whole. The

aging population in the County is indicative of a “retirement” area, which is further supported by Garrett County’s housing statistics below.

Housing: The most dramatic changes in the housing market are apparent in the changes regarding housing values. This is attributed to what is known as the “Lake Effect,” whereby resort homes are being constructed to accommodate the growing tourism industry:

- The number of housing units has increased slightly in Garrett County since 2000.
- The quality of the housing stock is good with approximately 41% of the units having been constructed in the last twenty years.
- Most of this growth has occurred in the vicinity of Deep Creek Lake.
- The vast majority of housing (78%) is owner-occupied and the distribution of homeowners versus renters has not changed significantly over the decade.
- Perhaps even more interesting is the comparison of housing values between the western Maryland counties and the state as a whole where there have been enormous gains in housing values in Garrett County. For example, the average value of a home in 2002 was \$259,119 compared to \$75,129 in Allegany County, \$142,631 in Washington County, and \$224,667 for the entire State.

As evident from the statistics above, housing value in Garrett County is much more than other counties in western Maryland: 245% more than neighboring Allegany County and 82% more than Washington County. As a vacation and tourist destination, Garrett County also has a large second home market. However, the larger difference in housing value is mostly confined to the Deep Creek Lake area and housing values in other remote parts of the County compare similarly to neighboring western Maryland counties. The larger value housing in Deep Creek Lake therefore skews the overall housing average for the County as a whole.

Income: Income statistics assist in assessing the overall economic picture in Garrett County in regards to tourism and heritage preservation:

- The 1990’s brought increases in the number of households with income at the lower level spectrum (under \$15,000) and the upper level spectrum (over \$50,000).
- Household income has increased in recent years; in 2007, the County’s median household income was \$42,041 but still well below national average of \$50,233 and the State average of \$68,080.
- According to figures from the U.S. Census Bureau released in December of 2008, approximately 13% of the County’s population was in poverty (some 3,747 residents), higher than the State average of 8% but slightly lower than the national figure.
- A dramatic increase in the number of households in the upper income category is cited, starting at \$75,000; there was an increase of 99.6% in the number of households with incomes greater than \$75,000 between 2000 and 2009.
- At the same time, the number of households with incomes under \$35,000 declined even more dramatically by 1,392 households.

The income trends reflect the changes in the County's population as more affluence finds its way into Garrett from outside the region. This indicates a gentrification pattern, as Garrett County's desirable location as a resort and tourism destination has impacted the county at all levels. However, the socioeconomic challenges facing the County are myriad including integration of new more affluent residents with the traditional culture of the County. New and more affluent residents also present a unique opportunity in regards to heritage preservation and tourism. Harnessing these residents to assist in heritage related efforts is recommended (administration, docents, new businesses, and historic preservation, etc.).

Employment and Industry Sectors: The County is transitioning away from a strong economic core of manufacturing, agriculture, and mining sectors to more diverse service and professional sectors, which is a significant challenge. However, measured in terms of jobs, the economic picture in Garrett County is quite strong:

- Total employment grew by almost 15% from 2001 to 2007 and overall growth in private sector jobs was a positive 16.4% (the national growth figure over this same period was 4.4%).
- The largest number of new jobs created was in the "Trade/Transportation/Utilities" sector, which includes retail trade and reflects the significant growth of tourism and associated goods and services over this period.
- Mining and manufacturing continue to be important in the County's economy and together make up approximately 14% of all private sector jobs (total employment grew by almost 15% from 2001 to 2007).
- Agriculture has been and will continue to be an important part of Garrett County's economy and lifestyle. From 1987-2007, the number of farms in Garrett County increased by 7 to 677. However, overall land in agricultural use declined by 26,000 acres to 95,514 acres, a change of -21%.
- Significant commercial growth is expected over the next twenty years: 1.1 million square feet of commercial and retail space between 2005 and 2030, or approximately 44,000 square feet annually, and 1.7 million square feet projected at designated "employment sites."

The real estate industry will continue to be a major component of Garrett County's economy. The links between real estate and other elements of the economy also are important. For example, demand for new homes directly generates activity (and jobs) in the construction, transportation, utilities, and manufacturing industries. In turn, the purchase and maintenance of a new home spurs secondary activity in the retail and wholesale industries. The real estate industry in the County is strongly tied to its tourist economy. As the popularity of vacation and recreational activities increases so does the demand for seasonal and permanent homes as well as businesses to serve new residents and visitors.

TOURISM OBSERVATIONS

Tourism and associated economic development plays a vital role in Garrett County. It accounts for one in five jobs. The County is a significant destination in the State. Trends have been positive. However, 2008 seemed to represent a big setback for the County in regards to positive tourism trending.

Visitation: Visitation to western Maryland seems to be declining as a whole. However, visitation statistics generated by the Maryland Department of Natural Resources (DNR) for park and recreation areas in Garrett County notes an increase.

- Visitation at State facilities increased every year from 2001 and the overall change from 2001 to 2007 was 154%.
- However, the decline in total visitation from 2008 to 2009 of 542,000 (-26%) is a very significant change and the declines in visitation at State Welcome Centers (Youghiogheny and Sideling Hill Welcome Centers) as well as in tourist-related sales taxes in the same period confirm this “fall-off” in visitation. These Welcome Centers closed in 2011.

Attractions and Events: There are many attractions and events that make up the tourism industry in Garrett County but heritage tourism attractions are a relatively small part of the picture. The many heritage resources, with just a few exceptions, seem to rank low in terms of interest to visitors.

- Attendance at DNR attractions has increased each year since 2001 and the overall increase has been almost fourfold between 1998 and 2008.
- The overall change in attendance from 2001 to 2007 was 154%.
- Visitation from 2008 to 2009 indicates a decline in total visitation (-26%), which is a very significant change.
- The big declines are at Deep Creek Natural Resource Management Area, which has decreased - 32.5%, and Deep Creek State Park, which has decreased 28%.
- Garrett County accounts for 36 of the 136 attractions listed in the three-county Western Maryland portion of the “Maryland Welcome Website.”
- Garrett County is a great destination for inexpensive sports including State Parks and trails.
- Fall is the most important season from a tourism perspective in Garrett County; (Autumn Glory Festival), bringing large numbers of visitors to events and scenery. However, the County’s tourism slogan attempts to promote year-round visitation: “Garrett County - A four-season destination.” (events for all seasons).
- Late summer and early fall, August through October, are the core months for sales in Garrett County. In particular, August and September account for over a fifth of total annual sales (21.5%) and late winter and spring, from February to May represent the off-season.

Tourism: The Chamber of Commerce market research project performed in coordination with West Virginia University is yielding very useful insights. The study is providing important information on each aspect of the tourism picture in the County.

- The overall pattern of tourism travel is positive indicating that Garrett County is a major vacation destination in Maryland.
- The overall economic impact of tourism in Garrett County accounts for 2,513 jobs or 1.37% of total tourism employment in Maryland.
- The tourism sector in the County ranked second in importance among counties in the State in total employment.
- In terms of taxes, Garrett County's \$50 million tax impact represented 1.35% of tourism-related taxes collected in the State.
- Accommodations account for 40% of taxes collected, while food and beverage categories make up 23%.
- Tourism in Garrett County had a wage impact of \$68 million on an annual basis.
- Some 4,000 seasonal units and an estimated rental income in 2007 of \$80 million were identified.
- Approximately 57% of visitors to Garrett County were females and 43% were males.
- The majority of visitors (41%) were between 40 and 54 years old.
- Generally, visitors were married (74%) and educated with most from affluent households (some 52% reported a family income over \$100,000).
- Most visitors were from Maryland (35%), which is the primary market followed by Pennsylvania (24%), Virginia (15%), and West Virginia (13%), the secondary market (the District of Columbia as well as Ohio are supplementary markets).
- A total of 13 states and two foreign countries were identified as tourism origins.
- Most respondents (77%) listed "leisure/vacation" as their primary reason for visiting Garrett County and most were repeat visitors: 77% had visited more than ten times and 92% had visited at least twice in the past.
- The average length of stay was ten nights and a large proportion, 46%, owned a second home in the County.
- The average group size was 4.5 persons.
- The most popular activities were dining out, cooking in, and motor boating with water sports and movies also identified as popular pastimes.
- The most often purchased item was "dining out" (33%) followed by local food products (26%), souvenirs (15%), sporting goods (14%), and "locally made products" (12%). The goods and services that visitors sought, but could not find included; foods (produce, restaurants), activities (water park, pool, ice rink) and retail stores (hats, sports equipment, etc.).
- Average personal daily spending on air, rental car, gasoline, lodging, restaurants, groceries, shopping, admissions and fees, and others was approximately \$148.
- Total personal spending for a trip amounted to \$644 and total group spending for a trip was \$2,439.90.

- Scenery ranked as the County’s most important attraction and not far behind was a cluster of attractions including foliage, State parks, water sports, and festivals/events.
- The most important source of information about Garrett County was “word of mouth “(78%) followed by internet search engine (48%), which was tied with newspapers (48%), brochures (39%), visitor information center (33%), and the television (30%).

ECONOMIC DEVELOPMENT AND TOURISM SUMMARY

In summary, Garrett County is a significant tourism destination for a market area primarily in three states. Research by West Virginia University indicates that most visitors, some 77%, had visited more than ten times to Garrett County and more than half reported a family income over \$100,000. The tourism population is both loyal and affluent (a very positive indicator for future growth in the tourism market). Dining out was the most popular activity for summer and fall-season visitors, maintaining or enhancing the quality of products and services associated with dining out activities is therefore essential for the area. A significant proportion of visitors (69%) considered nature observation and study as an important motivation for traveling to the area.

This may indicate that there is a potential market for green tourism or eco-tourism focusing on nature. Because of the high level of environmental amenities, Garrett County has attracted a good portion of amenity migrants such as second home owners, who are important contributors to the local economy. They stay longer and spend more than other groups on restaurants, bars, and groceries with total average group trip spending of \$789 (lodging costs were not included for this group). The County should avoid negative tourism-related impacts on the environment and local community when developing new tourism projects or activities, as several visitors noted that deteriorating environmental quality due to tourism and commercial development is the major barrier for relocating to the area.

There are economic and community development organizations in place in Garrett County that can support heritage tourism in various ways including loans and technical services. The County’s Economic Development Department and Community Action Committee are important allies and partners. There is a network of tourism marketing organizations that extends throughout the region and includes parts of three states, and includes various counties and towns that are potential allies. Garrett County can make stronger regional connections that will increase its own appeal by focusing on the following:

- Outdoor rafting, hiking, hunting, and camping throughout the region;
- Cross marketing with Tucker County, West Virginia (skiing);
- Cross marketing with nearby “Civil War” attractions in Pennsylvania and Maryland; and
- Concentrating assistance to the towns and settlements in the County, which have important heritage assets and agendas.

The kiosk system that Garrett County uses offers a great potential for expansion because it provides a window of opportunity for cooperative marketing. The reasons for promoting cross-marketing have to do with the length of typical tourist stays in Garrett County. As a second-home center, the County tends to attract repeat visitors, who stay for a week or longer. The experience of activities in neighboring counties and states will expand opportunities for individuals and groups of people, who have specific interests and will also enhance vacations and make their experiences more memorable for broadly interested individuals. It also creates opportunities for reciprocal programs in those adjacent areas, where there are also tourists looking for things to do.

HERITAGE AREA MANAGEMENT

The *Garrett County Heritage Area Management Plan* (Heritage Plan) is a 10-Year Strategic Plan. The purpose of the Heritage Plan is to create an official Garrett County Heritage Area and provide guidance for implementing the Heritage Plan and building a Heritage Program in the County to enhance preservation and related tourism efforts. The Heritage Plan and Program is concerned with the preservation of heritage resources for the enhancement of the local economy related to tourism.



SOURCE: Peter Johnston & Associates

5.1: HERITAGE AREA MANAGEMENT ENTITY

The Garrett County Chamber of Commerce will be the official Heritage Area Management Entity for the Garrett County Heritage Area. The Chamber will be responsible for the Heritage Area's management and administration. This includes governance and finances. The Chamber also will be responsible for implementing the Heritage Plan including heritage programming, marketing, and advertising. The Chamber of Commerce may amend the Heritage Plan from time to time in coordination with the Maryland Heritage Areas Authority (MHAA) and stakeholders and partners.

HERITAGE PLAN IMPLEMENTATION

The Heritage Plan provides a strategic blueprint for action in regards to heritage preservation and tourism. This includes a suitable management platform for oversight. The Heritage Plan:

1. Seeks to build partnership consensus to enable Heritage Plan and Program implementation;
2. Prioritizes heritage resources to generate significant private investment in the Heritage Area;
3. Seeks to achieve Heritage Area sustainability through public and private partnerships.

A Heritage Area should have a professionally staffed management structure. The goal is to implement the Heritage Plan and achieve the Vision for the Garrett County Heritage Area. Partnerships are needed to implement the Plan and develop the Heritage Program. Therefore, creating benefits for the entire County through the Heritage Program is important. This includes the following:

- Obtaining government support, including financial and technical assistance, for local heritage initiatives.
- Building capacity in Garrett County by adding value to existing heritage offerings, while encouraging the creation of new offerings.
- Encouraging official and grassroots support for the Heritage Plan and Program.
- Promoting existing heritage businesses and the creation of new ones in the private sector.

Heritage Plan Vision: The Heritage Plan is meant to complement existing plans prepared by Garrett County's local governments such as Comprehensive Plans, Land Preservation and Parks and Recreation Plans, Economic Development Plans, Master Plans, etc. The Heritage Plan shall not override the policies expressed in these local government documents, but rather coordinate efforts with such plans in regards to heritage preservation and tourism. The Vision for the Heritage Area is as follows:

Garrett County envisions a successful Heritage Area that links the public and private sectors in a strong and fruitful relationship. This relationship promotes heritage preservation, enhances tourism, and encourages economic development consistent with heritage program ideals. In the future, the heritage program will assist the County to achieve significant quality of life benefits for residents, seasonal residents, and visitors. Garrett County's heritage program recognizes the past, present, and future by re-establishing viable and attractive downtowns, highlighting unique heritage sites, and acknowledging the County's many resources. The Garrett County Heritage Area will be an attractive place to live, work, and recreate, whereby the successful heritage tourism program will contribute greatly to economic development and community revitalization. Garrett County will create an environment where private residents and businesses work together with government to take pride in a rich history that is appreciated by those at home, those abroad, and those that visit.

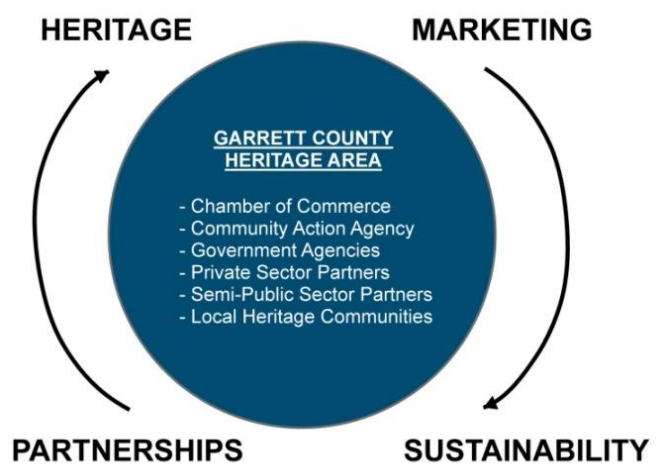
KEY PARTNERSHIPS AND RESPONSIBILITIES

The Garrett County Chamber of Commerce will shepherd the process of State review for the Heritage Plan by the MHAA. The purpose is to assist with Plan adoption by Garrett County government and its municipalities to achieve official "Certification" of the Heritage Area from the State. Following Certification, the Chamber will provide for a Heritage Program Manager and ensure the implementation of the Heritage Plan and development of the County's Heritage Program. The Chamber also will be responsible for preparing any annual work plans for grant funding, which will be coordinated with the MHAA.

The Chamber of Commerce will coordinate with heritage stakeholders and partners. This includes coordinating grants as well as project selection and funding. Major stakeholders in the Heritage Area include the Garrett County Community Action Committee (GCCAC), Garrett County local government, and its incorporated towns. Key partners include the Garrett County Historical Society, Garrett Arts Council, heritage museums, and heritage tourism-related businesses. In terms of stakeholders and partners, the Chamber may provide technical and/or financial support for heritage-related initiatives. The Chamber also will be partially responsible for community planning and revitalization efforts related to heritage development, preservation, and tourism.

CREATING AN EFFECTIVE HERITAGE AREA

The Heritage Area concept seeks a direct relationship between heritage resources and financial sustainability. This means creating and maintaining businesses that are compatible with heritage preservation and tourism objectives. Several good examples in Garrett County include the Savage River Lodge, the Deer Park Inn, the Cornish Manor, and the Baltimore and Ohio Railroad Station in Oakland. The Chamber of Commerce is ideal to lead the Heritage Area effort in Garrett because the organization is already well established and provides access to the public and private sectors.



SOURCE: Peter Johnston & Associates

Implementing the Heritage Plan will tax the resources of the Chamber of Commerce. This includes coordinating Heritage Area activities and initiatives as well as general operations and management. Success in the Heritage Area means having a professionally staffed management structure. Additional Chamber staff is needed to implement the Heritage Plan and manage resources, projects, and partners as the program grows. Partnerships are critical for effective implementation of the Plan and development of a successful program. Creating benefits for the entire County is important for the Chamber of Commerce.

5.2: HERITAGE AREA MANAGEMENT FRAMEWORK

The Garrett County Chamber of Commerce’s Board of Directors will be the governing body for the Heritage Area. Oversight of the Heritage Area will be guided by three primary areas of focus: 1) the management platform; 2) capacity building in the Heritage Area; and 3) monitoring success. Heritage Area management, capacity building, and monitoring success (return on investment) are concurrent business strategies. The Chamber of Commerce will simultaneously develop these three fronts.

ENSURING AN EFFECTIVE MANAGEMENT PLATFORM

A major strategic objective of the Heritage Plan will be to constantly seek new partners to provide financial, technical, and general support for the Heritage Area concept. Using this model, the Chamber of Commerce can evolve an organizational structure and create an efficient management entity with broad representation over the course of a five-year timeframe. The Chamber Board of Directors will continue to represent the many organizations with which it already has established relationships. The Board also will expand its relationships to include heritage stakeholders, partners, and other heritage-related organizations, as appropriate.

Increased community representation will enable the Chamber to effectively operate in a multi-jurisdictional region and coordinate its activities, initiatives, projects, and programs. To assist with management of the Heritage Area, the Chamber will hire a Heritage Program Manager. The Chamber also will consider a Heritage Area Sub-Committee to coordinate activities with the Board of Directors and Chamber President, thus ensuring partner representation.

CAPACITY BUILDING IN THE HERITAGE AREA

The Chamber of Commerce and its Board of Directors will be responsible for implementing the Heritage Plan, managing and administering the Heritage Area, and developing the Heritage Program. This includes all activities and tasks associated with the Heritage Area. This also includes assisting with planning and projects, larger-scale public/private outreach efforts, and ensuring adoption and acceptance of the Heritage Plan by the State and local governments.

The Garrett County Heritage Area is large with numerous resources and stakeholders. Capacity-building is critical for success and will require effective partnerships. The Chamber of Commerce will seek and sustain partnerships from the inception of the Heritage Area through its evolution and development. This includes local and regional partnerships. Capacity building includes Heritage Plan implementation and program development such as the stewardship of critical resources (preservation and conservation), interpretation of the Heritage Area (telling the story), and building heritage tourism-related infrastructure and support services. Non-capital initiatives and capital projects are the key for building capacity. Heritage management should ensure the fair representation of partners, professional staffing for implementation, effective annual work programs to achieve goals and objectives, and good governance. The Chamber's business strategy is predicated on providing benefits to all areas of the County, particularly towns as Target Investment Zones - TIZ's (see *Chapter 6: Heritage Area Boundaries*).

MONITORING THE SUCCESS OF THE HERITAGE PROGRAM

The Chamber of Commerce Board of Directors will be responsible for complying with the State's Heritage Areas Program requirements and coordinating with the MHAA and other State and local government agencies. The [Maryland Heritage Areas Program: Charting a Sustainable Course for the Next Decade 2010 – 2020](#) cites sustainability as the desired result for past and ongoing investments in

heritage areas. Three (3) areas were identified in the heritage planning process to assist in measuring success over the next five years, from 2010 to 2015. These include the following:

1. **Developing Heritage Tourism Products:** In regards to maintaining a viable experience, Heritage Areas rely on their resources and the stories behind those resources. According to the State Strategic Plan, Heritage Areas should focus on the sustainability and capacity of heritage tourism products so that Maryland *Destination Marketing Organizations* (DMO's) "...have more to market to consumers and Maryland residents have better communities in which to live."¹
2. **Building Partnerships:** Partnerships are the engine that make Heritage Areas work and succeed. This includes leveraging resources for mutual benefits. Heritage Areas must focus on building successful partnerships.
3. **Sustaining Regional Identity:** Heritage Areas are designed to showcase regional offerings and distinct resources. In this regard, resources, projects, attractions, and events are critical. The purpose is to celebrate a region's unique regional history and culture.

Monitoring success means documenting the strides that the County's Heritage Program makes to implement the Heritage Plan. This includes actions as defined in annual work programs, which work toward achieving goals. On-the-ground success is measured by the completion of projects both capital and non-capital (see *Chapter 10: Implementation*). In particular, Garrett County should ensure that projects are capable of generating heritage tourism. This means they should be substantially open to the public, be easily accessible, and add to heritage attractions. Projects should be gauged against the following criteria (i.e. whether these aspects are enhanced):

- **Communications:** This includes your community's image or brand for marketing as well as whether such a project adds value to communications for outside visitors such as improved signage, wayfinding mechanisms (maps, signs, etc.), kiosks, brochures, decals, marketing products, hospitality training etc.;
- **Circulation:** This means providing the means and ways to access attractions and move people, goods, and services in a comfortable manner. This may include hiking and biking trails, water trails, highways and roadway improvements, parking, convenient access to shopping, etc.;
- **Destination Attractions:** This includes aesthetic improvements to your community as well as increasing amenities and attractions including museums, interpretive centers, discovery and visitor centers, architectural treasures, archeological sites, historic downtown shopping, and most important visitor facilities and services such as bathrooms, a place to eat and sleep, etc.

¹ *The Maryland Heritage Areas Program: Charting a Sustainable Course for the Next Decade 2010 – 2020. "Evaluation of Past Investments and Existing Conditions – Task Report1";* Maryland Heritage Areas Authority, Maryland Department of Planning, Preservation America, the Maryland Historic Trust, National Trust for Historic Preservation, the HTC Group, and Davidson-Peterson Associates, Incorporated; October 2009, 6.

5.3: HERITAGE AREA STAFFING

The Chamber of Commerce will provide for a Heritage Program Manager and other staff, which may be needed to implement the Heritage Program and Plan. Funds for operation and management will be provided by the Chamber of Commerce and the Maryland Heritage Areas Authority (MHAA). Funds for capital and non-capital projects likely will be leveraged from many different funding sources and will be detailed in annual work programs issued to the MHAA by the Chamber of Commerce.

HERITAGE AREA STAFFING ASSUMPTIONS

Table 5-1 below shows potential costs for staffing the Garrett County Heritage Area. The Heritage Plan anticipates one new full-time position, a Heritage Program Manager in Year 1. Other positions are part-time and can be filled by existing Chamber staff or contracts (see staff descriptions below). The Cost Analysis also assumes that in Year 2, the Chamber of Commerce will initiate a *Heritage Area Marketing Study*. Therefore, Year 2 will require \$50,000, which should be allocated to the Chamber of Commerce’s marketing staff. A matching grant of \$50,000 can be provided by the Maryland Heritage Areas Authority (MHAA) to develop the Plan (additional \$100,000 in Year 2).

TABLE 5-1: GARRETT COUNTY HERITAGE AREA –COST ANALYSIS FOR STAFFING (YEARS 1 THROUGH 5)					
STAFF POSITIONS	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Heritage Program Manager	\$20,000	\$42,500	\$45,475	\$48,658	\$52,064
PT Staff - Project Coordinator	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
PT Staff - Administrative Aid	\$5,000	\$5,250	\$5,513	\$5,788	\$6,078
PT Staff - Marketing Specialist	\$5,000	\$10,000	\$10,500	\$11,025	\$11,576
PT Staff - Advertising Specials	\$5,000	\$10,000	\$10,500	\$11,025	\$11,576
Direct Labor Cost	\$50,000	\$82,750	\$86,988	\$91,496	\$96,294
Benefits (0.20 Factor)	\$10,000	\$16,550	\$17,398	\$18,299	\$19,259
TOTAL STAFF COST	\$60,000	\$99,300	\$104,385	\$109,796	\$115,553
Contract Labor	\$10,000	\$18,000	\$20,000	\$20,000	\$20,000
SUB-TOTAL	\$70,000	\$117,300	\$124,385	\$129,796	\$135,553
REQUIRED MATCH	\$35,000	\$58,650	\$62,193	\$64,898	\$67,777
CHAMBER MATCH	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Heritage Program Manager	\$16,600	\$36,975	\$40,018	\$41,846	\$44,255
Project Coordinator	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500
Administrative Aide	\$2,500	\$2,625	\$2,756	\$2,894	\$3,039
Market Specialists	\$2,500	\$5,000	\$5,250	\$5,513	\$5,788
Advertising Specialists	\$2,500	\$2,675	\$2,862	\$3,063	\$3,277
Rent, Utilities, Equipment	\$4,100	\$4,100	\$4,100	\$4,100	\$4,100
TOTAL	\$35,700	\$58,875	\$62,487	\$64,915	\$67,959
OTHER STAFF OR PROGRAMS	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
POTENTIAL FUNDING	\$0.00	\$82,700	\$75,615	\$70,204	\$64,447
REQUIRED MATCH FROM OTHER SOURCES	\$0	\$41,350	\$37,808	\$35,102	\$32,223
Heritage Area Market Study		\$100,000			

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The Heritage Program Manager will begin in Year 1 as a part-time position but should be hired fulltime by Year 2. Assumptions for Heritage Area Staffing include the following:

- In *Year 1*, the Heritage Program Manager position will use existing Chamber of Commerce staff to get the Heritage Program started (prepare the first year’s work program, arrange the groups and subcommittee structure, delegate tasks, and initiate agreements and legal work for actualizing the Heritage Program under the Chamber of Commerce);
- The value of salaries for existing staff assigned to the Heritage Program, and other costs such as benefits, rent, utilities and equipment, should satisfy the “cash match” requirements for the MHAA operating grant;
- Primary contract labor on an “as needed” basis;
- *Other Staff or Programs* is the residual of a maximum potential operating budget (\$200,000 total with half local match/half MHAA funds) and may be used for an additional staff position(s), contract labor and/or programs related to targeted activities. These funds, if matched, could be assigned to assist with program operations. Potential match sources might include memberships (individuals, businesses, organizations), corporate sponsors, higher level of funding from the Chamber, and additional funding from the County Commissioners, municipalities, or other organizations;
- In *Year 1 or 2*, the Garrett County Heritage Program will conduct a Marketing Plan, using the MHAA Marketing Grant, which will be matched with cash or salaries from Chamber of Commerce staff; and
- The Chamber of Commerce should evaluate the Heritage Program’s success by Year 3.

HERITAGE AREA STAFF JOB DESCRIPTIONS

Heritage Program Manager (Full-Time): The Heritage Program Manager is responsible for Plan implementation and the operations of the Heritage Program. This includes managing and administering the program as well as any support groups. The Heritage Program Manager is the direct link between the heritage interest groups and the Chamber of Commerce Board of Directors. Primary duties may include but are not limited to the following:

- Chair regular meetings and prepare meeting materials;
- Prepare a detailed *Business Plan*, including financing;
- Prepare a detailed *Interpretive Plan* for the Heritage Area;
- Assist in marketing and outreach including the preparation of a detailed *Marketing Plan*;
- Prepare annual *Work Programs* for submission to the MHAA for funding;
- Administer grants and/or work with partners to administer grants;
- Coordinate activities with stakeholders and partners;
- Communicate major initiatives and accomplishments to stakeholders and partners;
- Attend meetings related to the local and State Heritage Programs;
- Solicit sponsorships and other financial assistance measures; and
- Direct Heritage Program staff and all tasks associated with the Heritage Area.

Program/Project Coordinator (Part-Time): The Program/Project Coordinator will take the lead in coordinating programs and projects under the Heritage Program, as described in the Heritage Plan. These programs and projects involve stakeholders and partners, requiring expertise with

project/program planning, management, and administration. Primary duties may include, but are not limited to, the following:

- Assist the Heritage Program Manager with heritage programming duties and preparation of annual *Work Programs*;
- Administer grants and/or work with partners to administer grants;
- Assist in the preparation of a detailed *Interpretive Plan* for the Heritage Area;
- Administer community planning and revitalization efforts;
- Assist with project and program development and Heritage Plan implementation; and
- Conduct the annual project solicitation and evaluation process for inclusion in annual *Work Programs* submitted to the MHAA for grant funding.

Marketing Specialist (Part-Time): The Marketing Specialist will be tasked with determining the most effective ways of marketing the Heritage Area, both internally and externally. Primary duties may include but are not limited to the following:

- Assist the Heritage Program Manager and Project Coordinator, when needed and requested;
- Oversee the *Marketing Plan* (Year 1 or 2);
- Assist the Marketing and Outreach Group with heritage tourism initiatives and implementation;
- Develop Heritage Area promotion and other products;
- Establish a marketing campaign for the Heritage Area; and
- Implement Heritage Area marketing strategies.

Advertising Specialist (Part-Time): The Advertising Specialist will be tasked with developing and implementing an image and a branding program for the Heritage Area. Many of the Advertising Specialist's specific tasks will be defined in the detailed *Marketing Plan*. Primary duties may include but are not limited to the following:

- Assist in preparing a detailed *Marketing Plan* for the Heritage Area;
- Determine the most effective means for promoting the Heritage Area and its resources;
- Develop an image for the Heritage Area and a branding program;
- Coordinate with various media sources to promote the Heritage Area; and
- Develop Heritage Area promotion and other products.

Administrative Aide (Part-Time): The Administrative Aide will provide technical support services to the Heritage Program Manager and other Heritage Area staff as directed and needed. Primary duties may include but are not limited to the following:

- Filing and reporting duties (letters, memorandums, coordination, communication, etc.);
- Database development regarding partnership lists and financial/technical contributions; and
- Other tasks to be determined.

Contract Labor: Contract labor includes consultants, businesses, and other groups that may assist specific Heritage Area development efforts. This includes grants administration, project and program development, and/or economic development and tourism initiatives including marketing and advertising. This may include the following:

- Assisting the Heritage Area Management Entity and/or its stakeholders and partners with project/program development (planners, engineers, architects, landscapers and landscape architects, designers, and other such consultants);
- Assisting the Heritage Area Management Entity and/or its stakeholders and partners in finding and obtaining funding for projects and administering grants in-aid and other financial resources (planners, lawyers, accountants, investment counselors, and other fiscal managers, etc.);
- Assisting the Heritage Area Management Entity with heritage product development such as brochures, signs, interpretive displays, interactive media, mapping, and coordinating, etc. (product development businesses, including physical products such as signs as well as technological products);
- Assisting the Heritage Area Management Entity with Heritage Area development and public participation/government coordination (planners, public participation consultants, visioning experts, as well as specific consultants and groups that specialize in evaluation and analysis for heritage preservation, economic development, and tourism); and
- Assisting with other undetermined tasks that may arise at a future date.

5.4: HERITAGE AREA ORGANIZATION

General oversight for the Garrett County Heritage Area will require the inclusion of stakeholders and partners in the oversight of the Heritage Area. To ensure adequate representation and input, the Garrett County Chamber of Commerce should assign support groups to assist with the implementation of the Heritage Plan and Program.

FORM A GARRETT COUNTY HERITAGE AREA SUB-COMMITTEE

The Chamber of Commerce should create a Heritage Area Sub-Committee (sub-committee), which will consist of the various stakeholders and partners in the County responsible for heritage preservation and tourism development. This includes public, semi-public, and private partners as well as key stakeholders (i.e., the Garrett County Community Action Committee, Garrett County government, and Garrett Municipalities). The purpose is to achieve the “Vision” of the Heritage Area:

Assign Key Roles and Responsibilities: Capacity-building in the Heritage Area is important and includes funding; policies; heritage planning (programs/projects); stewardship of heritage resources; economic development and tourism; partnership maintenance and development; communications and coordination; and most importantly return on public and private investment. As part of the capacity-building strategy, the Chamber should consider creating a *Heritage Area Sub-Committee* under its Board

of Directors. The sub-committee will comprise the various and diverse interest groups that have a stake in the Heritage Area and the success of the program. Utilizing the Heritage Plan as the guiding policy document, this sub-committee can assist with the operations and management. The following information outlines the primary duties of the sub-committee and its role in the Heritage Area:

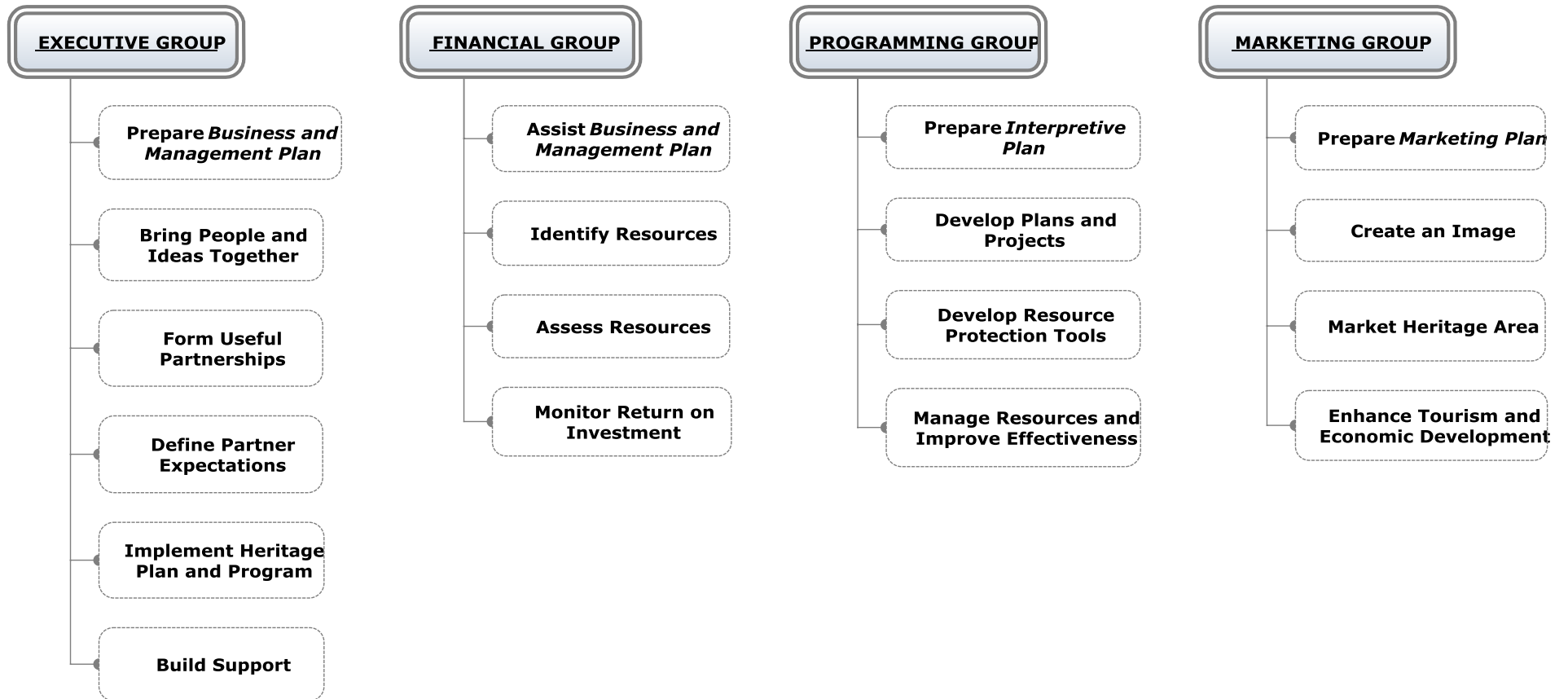
- Implementing the Plan and developing an effective Program to ensure success;
- Developing fair policies, processes, and procedures related to the Heritage Area and Program including a Code of Ethics;
- Scheduling regular meetings with stakeholders and partners;
- Determining staffing and other requirements for Heritage Area operations and management;
- Evaluating and determining compensation for Heritage Area staff and management;
- Reaching out to the important stakeholders and partners in the Heritage Area;
- Formulating and developing strategic plans, reports, and other work program elements;
- Producing an annual work program and periodic status reports, consistent with State requirements, in coordination with stakeholders and partners;
- Ensuring an effective and fair process for annual project selection;
- Serving in a public relations capacity to build support for the Heritage Area and ensure adequate advertising and marketing;
- Reporting to the Chamber of Commerce Board of Directors regarding Heritage Area development;
- Sponsoring training and other workshops and seminars regarding heritage preservation and tourism development under the Heritage Program; and
- Monitoring progress of the Heritage Area and Program to determine Return on Investment (ROI).

DEVELOP HERITAGE AREA SUPPORT GROUPS WITHIN THE SUB-COMMITTEE

Figure 5-1 below describes roles and responsibilities for the subgroups. These roles and responsibilities are broad but relate directly to Heritage Program development. Under the sub-Committee, duties are defined by four (4) broad categories including: 1) an executive group, which represents major stakeholders (i.e., those providing substantial technical and financial assistance); 2) a financial group that can oversee budgets and ensure accounting/ROI; 3) a Heritage Program development group that will implement the Heritage Plan in terms of activities and key initiatives related to stewardship, interpretation, and projects; and 4) a marketing and outreach group responsible for heritage tourism and economic development. Detailed descriptions of groups under the sub-committee include the following:

Executive Group: The Executive Group can assist with the general management and administration of the Heritage Program under the Chamber of Commerce. It should be responsible for the selection and hiring of a Heritage Program Manager and other staff connected to the Heritage Program and Plan implementation. It also should assist any existing staff, who may use their time for the Heritage Program or its initiatives. Other duties may include annual reviews and performance evaluations of the Heritage Program Manager and other staff.

FIGURE 5-1: SUB-GROUP ROLES AND RESPONSIBILITIES



The Executive Group should consist of representatives chosen by the Chamber of Commerce from its Board of Directors. The Heritage Program Manager can report directly to the Executive Group. The Heritage Program Manager also can act on the behalf of other heritage stakeholders and partners, which can be considered by the Executive Group when making decisions including recommendations to the Chamber Board of Directors for enacting programs and implementing projects. Primarily, the Executive Group should ensure an effective and streamlined process to facilitate action. The specific duties of the Executive Group include the following:

- Ensure that the Heritage Plan is the basis and guiding document for all Heritage Area activities, initiatives, and decisions.
- Establish a sufficient framework for the sub-committee to exist under the current Chamber of Commerce, including developing specific policies and procedures, recommending the amendment of existing policies, processes, procedures, by-laws, or codes to accommodate the Heritage Program, and coordination with the Chamber of Commerce Board of Directors.
- Be responsible for staffing of the Heritage Program as well as orientation, training, retreats, and evaluations in coordination with the Heritage Program Manager.
- Make recommendations to the Chamber of Commerce Board of Directors on behalf of the larger Heritage Sub-Committee for Heritage Area initiatives and actions.
- Ensure that initiatives are compliant with the Heritage Plan and State Heritage Program.
- Establish a process for amending the Heritage Plan if necessary, where issues or opportunities exist.
- Develop a fair process for Heritage Area operations, management, and administration.
- Account for recommendations made by the larger Heritage Sub-Committee for Heritage Area initiatives as developed in the Heritage Plan prior to forwarding action recommendations to the Chamber Board of Directors.
- Coordinate heritage activities and initiatives with the governing bodies of other stakeholders and partners on behalf of the Chamber of Commerce (i.e., County Commissioners, Town Commissioners, and Community Action Committee Board, etc.).
- Act as the nominating entity for members and identify prospective members, including necessary technical skills and resources that can be brought to the organization to ensure success.
- Create a detailed Business Plan for the Heritage Area, which includes a financial component.
- Develop a basic orientation and training program for new members to provide a thorough explanation of roles for heritage preservation and tourism.

Finance Group: The Finance Group should oversee the development of the Heritage Program’s budget, acquisition of funds, and allocation of funds. It also should ensure adequate financial controls, management, and record keeping. The Chamber of Commerce’s Treasurer can serve as the primary member for this function. Examples of other appropriate members may include bankers, certified public accountants, investment brokers, or those familiar with financial processes, procedures, and administration. Specific duties also include fund raising. Annual fundraising and fundraising for special events should be considered. The Finance Group also should be responsible for identifying and soliciting funds from internal and external groups.

The Finance Group can be responsible for assisting the Heritage Program Manager with grants and grants management. Grants are an important tool for the implementation of the Heritage Plan in terms of projects and programs. This includes involving the public, semi-public, and private sectors in decision-making. One important goal of the Heritage Plan is to reach out to the private sector and assist with County efforts to build businesses and enhance tourism and heritage-related economic development. This is perhaps one of the most important goals of the Heritage Area because private partners involved in heritage initiatives are the vehicles that create jobs, sustainability, and success. This is chiefly accomplished through direct financial assistance, whether grants for important projects, low-interest loans to businesses, and/or tax credits for historic rehabilitation or restoration at the individual property owner level. This may require an assistance publication for the Heritage Area to help those interested in accessing such grants and loans for preservation, programs, projects, and/or economic development.

The Finance Group also can assist the Heritage Program Manager with annual financial reporting to the Chamber of Commerce Board of Directors. This will outline issues and opportunities related to financing the Heritage Area and its operations and management. It also will include a review and analysis of public funding (projects, grants, loans, tax credits, etc.) and private investments. The purpose of this report will be to provide a sound basis for assessing return on investment, as required by the State. This group may initially require a part-time staff person to assist efforts (Administrative Aide). This group may require a full-time position as the Heritage Program grows into a successful endeavor.

Heritage Planning and Programming Group: The Heritage Planning and Program Group will likely be the largest support group. It should be responsible for assisting the Heritage Program Manager with implementing the tasks associated with the Heritage Plan. This includes capital projects and non-capital programs that will assist with achieving heritage preservation and/or heritage tourism development goals. Interpretation and education are the vehicles that tie all project and program elements together. Any worthwhile experience in the Heritage Area is directly related to how well-planned interpretive themes are and how “ready” facilities and services are for increased tourism. Themes tell the story of Garrett County, while also entertaining and educating visitors. One important goal of the Heritage Plan is to develop a cohesive and coordinated *Interpretation Plan* with partners and stakeholders. The interpretation of Garrett County’s resources is important for attractions, events, and other offerings to the general public in the proper context of local history and culture.

It is important to ensure that the Heritage Planning and Programming Group has representation from the Garrett County Historical Society, Museums, the Arts Council, Trail Organizations, Educational Institutions, Preservation and Conservation Groups, government and government-sponsored groups, and other important heritage-related entities. Technical assistance may include historians, architects, planners, engineers, contractors, consultants, curators, arts and crafts professionals, docents, and volunteers, etc. A good example of an important partner is the Garrett Trail Organization, which manages the County’s trail system, develops new trails, and manages trail volunteers. Trails in Garrett County are an important economic development engine for heritage tourism and a major heritage resource link/wayfinding system. In addition, outdoor recreation is the County’s chief marketable element. Some of the basic roles of the Heritage Planning and Program Group include the following:

- Enhancing Tourism Programs and Services: Providing a guiding force for the development of heritage tourism services offerings and delivery mechanisms. This includes the periodic review and evaluation of services and programs (existing and proposed). Tasks may require concerted partnership development efforts and building volunteer programs. An important part of tourism includes wayfinding, linking interpretation venues, and ensuring adequate services and facilities to support tourists. This includes but is not limited to general information, brochures, guides, maps, newsletters, interactive programs, business databases, restrooms, food services, and accommodations, etc.
- Preserving Heritage Resources: Promoting the stewardship of heritage resources. This includes historic and cultural sites and structures as well as architectural treasures and archeological sites. The preservation of special natural and scenic features also is important because these resources form the backdrop for all other heritage resources.
- Planning for Projects in the Heritage Area: Plan for Heritage Area development. Amiable partnerships are desired to ensure project and program interaction with the public, semi-public, and private sectors. Many potential future projects are provided in the Heritage Plan (see *Chapter 10: Implementation*) but require details that are unavailable at this time. This support group can assist in the advancement of capital projects as well as the planning for such projects. This may include developing new attractions or events such as the Transportation Museum in Oakland, the restoration of an important historic building or site, archeological excavations, or general community revitalization efforts. Projects also may include the construction of new interpretive facilities (museums, art galleries, etc.) or the enhancement of existing facilities such as the Baltimore & Ohio Railroad Station and Museum in Oakland. Examples of other important projects may include the planning and construction of important trail segments or new tourism service facilities such as the Garrett County Exhibition Center.
- Programming in the Heritage Area: Assist with Heritage Area programming. This includes the various heritage-related initiatives that do not constitute a capital project but are nonetheless important for interpretation, education, and/or tourism. This may include the Barn Quilt Program, the Leo Beechy Exhibit with the Historical Society, Garrett Arts initiatives, or other programs that may be developed in the future. Another example of a program element is developing plans, policies, and procedures as well as assisting property owners in the restoration of important historical sites and structures within the Heritage Area Boundary. The Heritage Planning and Program Group should work with property owners to instruct them on how to access tax credits and other assistance mechanisms that may be available to restore or rehabilitate heritage resources.
- Connecting with Private Businesses: Interact with the private sector to assist in building new heritage-related businesses in Garrett, while also supporting existing ones. It is important to ensure that the business community is well represented in this group, including hoteliers, restaurant owners, real estate developers, and other small business owners. Examples of technical resources

would include planners, engineers, and construction contractors. It is important to note that the many businesses that earn a living from history and culture in Garrett County are among the most important in the Heritage Area. They represent the larger organizations such as WISP, Adventure Sports, and Savage River Lodge but also the smaller ones such as the Amish Businesses, Zaiser Meats and the German culture of the County, the Cornish Inn Restaurant, the Deer Park Inn, the Oak and Apple Bed & Breakfast, and even the rural grocery marts such as Brennamen's near Bittenger. These businesses are a cultural heritage for the County and contribute to its unique identity.

Marketing and Outreach Group: The Marketing and Outreach Group can assist with economic development, marketing, branding, advertising, and most important, public relations in the Garrett County Heritage Area. This group can assist the Heritage Program Manager in developing a *Marketing Plan* for the Heritage Area. This group also can assist with Heritage Program development and interpretation. Chamber of Commerce marketing and advertising staff will serve in primary roles under this group as the County's *Destination Marketing Organization (DMO)*.

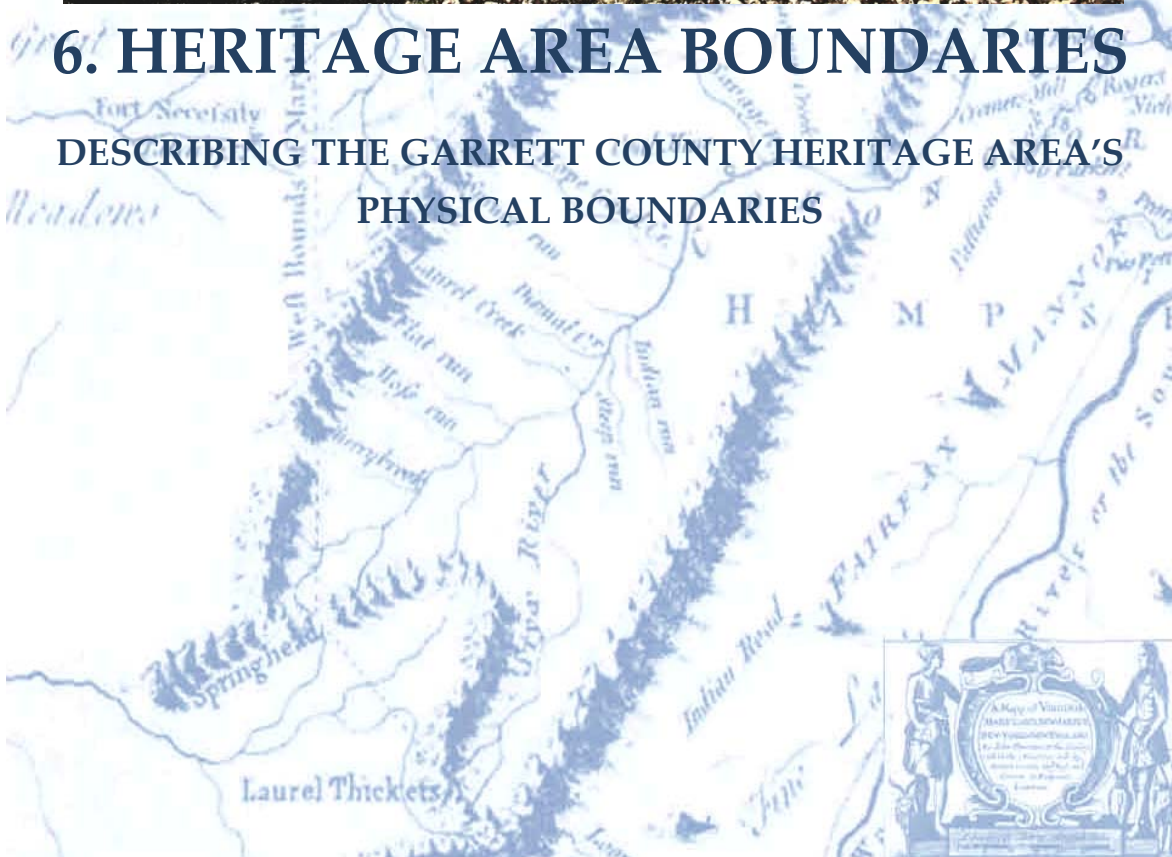
The Marketing and Outreach Group should promote the Heritage Area, including its offerings, services, and facilities. It can ensure that public relations and partnership representation are adequate, particularly in the private sector. The purpose is to develop a lasting and cohesive image/brand for the Heritage Area. This will require interaction with outside forces as well for cross-marketing, including neighboring states, other counties, cities, and towns in Maryland, the Maryland Office of Tourism, and the general public as potential tourists. Examples of members may include media executives and representatives, graphic designers and consultants, specific tourism businesses, and other industry representatives involved in marketing and advertising.

GARRETT COUNTY HERITAGE AREA MANAGEMENT PLAN



6. HERITAGE AREA BOUNDARIES

DESCRIBING THE GARRETT COUNTY HERITAGE AREA'S
PHYSICAL BOUNDARIES



HERITAGE AREA BOUNDARIES

The *Maryland Heritage Preservation and Tourism Areas Development Program* requires that State Heritage Areas delineate geographic boundaries for heritage area management. Two of the most critical elements of the heritage planning process are defining boundaries for the Certified Heritage Area (CHA) and Target Investment Zones (TIZ's) in Garrett County. These represent areas with significant heritage resource concentrations as well as areas where State funding and local public and private investment will be concentrated.¹



SOURCE: Peter Johnston & Associates

6.1: SUMMARY

Chapter 6 of the *Garrett County Heritage Area Management Plan* (Heritage Plan) discusses the boundaries in the Garrett County Heritage Area. These are the official boundaries within which the Chamber of Commerce will implement the Heritage Plan and Program. This chapter specifically:

1. Describes the *Certified Heritage Area Boundary* (CHA Boundary) and key characteristics;
2. Describes *Target Investment Zones* (TIZ's) within the CHA Boundary and key characteristics of TIZ's;
3. Lists potential projects for TIZ areas; and
4. Establishes policies for amending the CHA Boundary and/or TIZ's.

6.2: THE CERTIFIED HERITAGE AREA BOUNDARY

Garrett County is one of Maryland's 23 counties and is located in the far western corner of the State. Garrett is the State's westernmost county and is approximately 664 square miles with a population of approximately 30,000 people.² The States of Pennsylvania and West Virginia border Garrett County, as does Allegany County, Maryland. The CHA Boundary represents delineated geographic boundaries within the Garrett County Heritage Area with unique concentrations of historical, cultural, architectural, archeological, natural, scenic, and/or recreational resources. An ideal CHA Boundary is designed to maximize public and

¹ Maryland Heritage Areas Authority; *Guidelines for Establishing Certified Heritage Areas*; 1996.

² 2008 "Draft" *Garrett County Comprehensive Plan*; Garrett County Government, Environmental Resources Management – ERM, Whitman Requist & Associates, Maryland Departments of Planning and Natural Resources; 2008; 2-1.

private partnerships and investments in the Heritage Area including a sound commitment to the protection and development of heritage resources for tourism.

As shown on Map 6-1 below, the CHA Boundary for Garrett County refines the original boundary as defined in Garrett County's *Recognition Application* to the Maryland Heritage Areas Authority (MHAA) prepared by Urban Research and Development Corporation (URDC) in March of 2003. The original Recognized Heritage Area (RHA) Boundary included the whole County and all of its resources. In terms of the heritage plan process, this boundary has been refined to create a more manageable heritage area in terms of size and scope. The current CHA Boundary in this Heritage Plan was created with significant input from the *Garrett County Heritage Area Management Plan Steering Committee* and other Heritage Area stakeholders.

HERITAGE AREA BOUNDARY DESCRIPTION

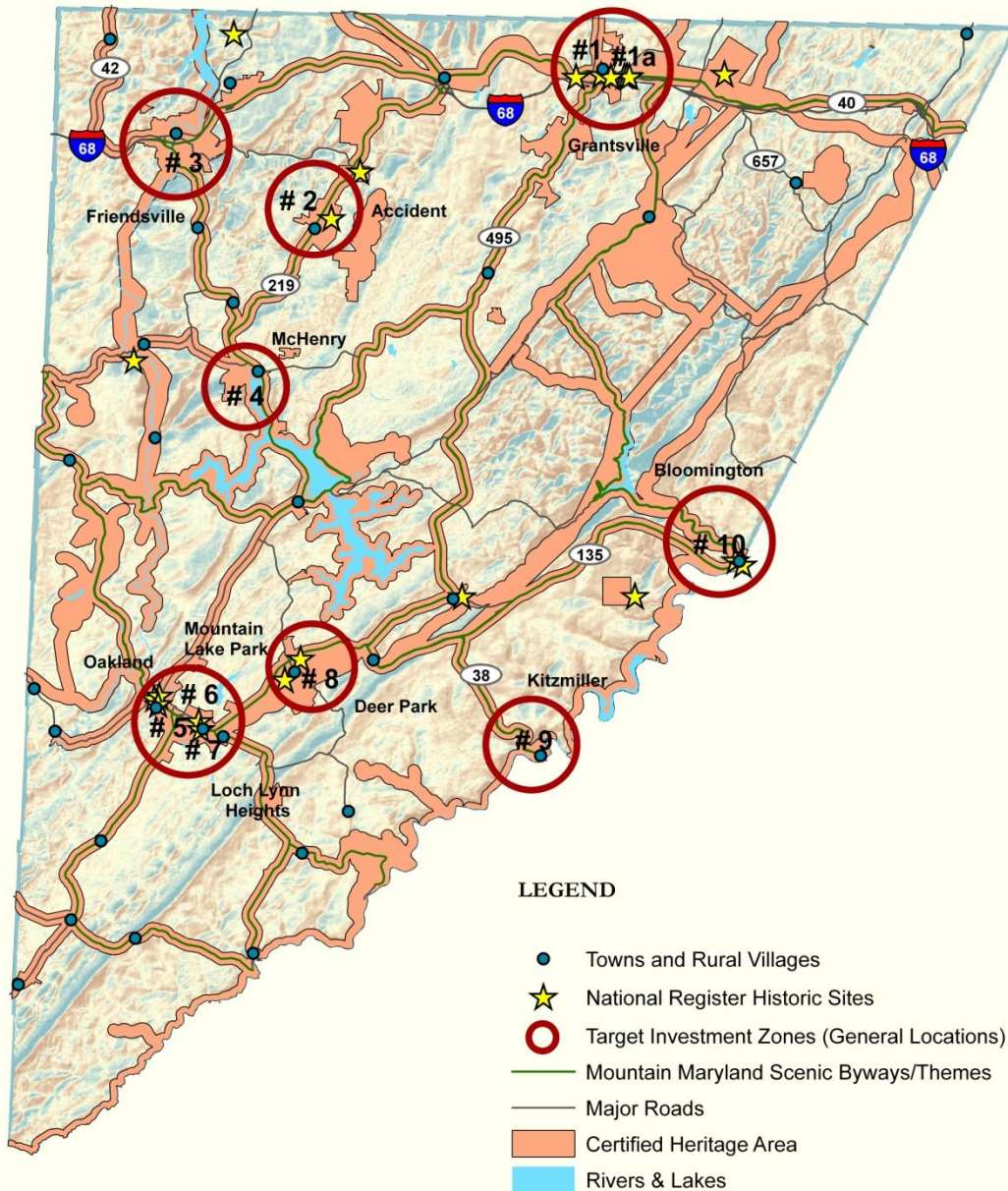
The CHA Boundary line follows identifiable and visible features. It is completely located within the County but is designed to link to heritage network systems in adjacent Allegany County, Maryland (Coal Heritage subtheme for the Mountain Maryland Scenic Byway) as well as links to Pennsylvania (Great Allegheny Passage) and West Virginia (National Coal Heritage Tour/Appalachian Forest National Heritage Area). The CHA Boundary is a "Corridor and Node System" that is based on the following considerations:

- The location of clustered heritage resources in the County with significant value;
- The location of key heritage themes in the County that highlight local history and culture and "tell the story" of Garrett County, which assists in defining the interpretive structure (see Chapter 8: Interpretation); and
- The location of key heritage tourism support services and facilities.

Linkages: The CHA Boundary follows existing transportation systems including highways, roads, streets, designated State Scenic Byways, and greenways and trails. These linkages form the spine of the Heritage Area, which traverses the County from east to west and north to south. The corridor system provides a buffer of 1,000 feet from major roads, trails, and Deep Creek Lake to capture key heritage resources (i.e. 500 feet on each side of roads and trails). The Boundary was strongly influenced by a primary goal to link Garrett's communities, heritage resources, recreational areas, and rural areas through the road network and trail systems. As a result, these routes were a key factor in determining where the CHA Boundary line was mapped during the heritage planning process. State Scenic Byways are the primary road connections linking Target Investment Zones (TIZ's).

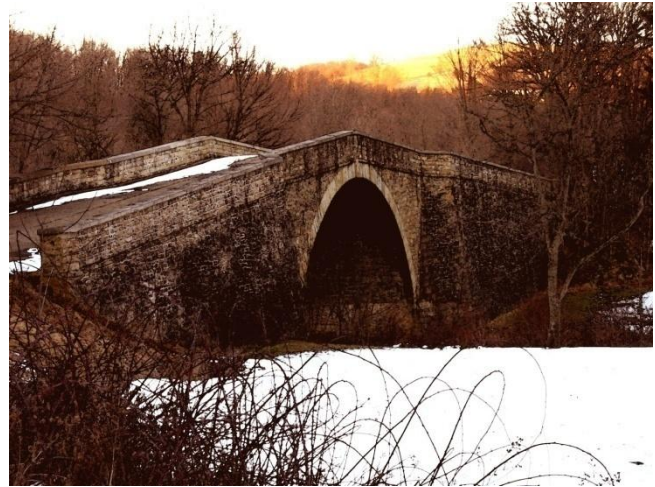
GARRETT COUNTY HERITAGE AREA MANAGEMENT PLAN

MAP 6-1: CERTIFIED HERITAGE AREA BOUNDARY (CHA) & TARGET INVESTMENT ZONES (TIZ'S)



Coverage: In terms of coverage, the County’s total area is approximately 420,950 acres or 658 square miles. The CHA Boundary is approximately 116,000 acres or 181 square miles. Due to Garrett County’s mountainous terrain, most of its key resources are located along the corridor system or within close proximity of it. The Boundary encompasses 77% of all inventoried historic and cultural sites and structures as well as 69% of all historic churches and cemeteries. In terms of tourism, the CHA Boundary contains 84% of all inventoried support services and facilities. This includes the Garrett County Airport, discovery centers, museums, golf courses, restaurants, parks and recreation facilities, and other tourism related businesses.

Heritage Resources: The CHA boundary focuses attention on the County’s key heritage resources, which are drivers for the heritage tourism economy. Heritage resources within the CHA Boundary are integral parts of the County’s story (see *Chapter 2: Heritage Resources*). The Chamber of Commerce in coordination with the MHAA and its heritage partners will need to determine what resources are critical for preservation and what resources provide value for the County’s heritage tourism economy. For example, important historic and cultural resources include sites and structures listed on the National Register of Historic Places (NRHP) such as the Casselman River Bridge near Grantsville. Important resources also include State historic easement properties and those that serve a direct tourism role such as Spruce Forest Artisan Village and Stanton Mill. The Chamber may wish to consider these as priority resources when crafting the County’s Heritage Program.



SOURCE: Peter Johnston & Associates



Heritage resources in the CHA include structures dating from the late 1700’s to 1920. Currently, Garrett County has a total of 22 NRHP sites and structures, which are located in the CHA Boundary. There are many other historic sites and structures listed on the Maryland Inventory of Historic Places (MIHP), some 1,096 total. Approximately, 420 historic sites and structures listed on the MIHP are located in the CHA Boundary.

The CHA also contains historic sites and structures, which may not be listed. These resources may be potential candidates for listing as State recognized historic sites and structures. This process requires identification of such sites and structures and coordination with the Maryland Historic Trust (MHT) and MHAA to determine suitability for historic designation. The CHA also contains many resources that may not be historic but serve tourism support roles for interpretation and education of the County’s history such as the Deep Creek Lake Discovery

Center, the Garrett County Chamber of Commerce, the Garrett County Fairgrounds, Adventure Sports, WISP, the new Garrett County Exhibit Center, the Garrett County Community College, and local schools.

CRITERIA FOR DETERMINING PRIORITY RESOURCES IN THE CERTIFIED HERITAGE AREA BOUNDARY

It is important to note that many of the resources included in the CHA Boundary for Garrett County are not considered priority resources (i.e. churches, schools and school parks, private residences, golf courses, airport, etc.). Some of these resources are not be eligible for assistance from the MHAA and resource listing in the Heritage Plan does not equate to eligibility for heritage program benefits. The Chamber of Commerce, as the Garrett County Heritage Area Management Entity, will be responsible for determining what priority resources are eligible for assistance as *Certified Heritage Structures*. This will require coordination with the MHAA regarding specific State guidelines and requirements for designation. Some examples for consideration include the following:

- Non-Listed/Non-Designated Historic Sites: Non-Listed/Non-Designated Historic Sites are sites eligible for individual listing in the NRHP or are contributing resources within a National Register eligible district. One example of a Non-Listed/Non-Designated Historic Site is Fort Alice in Oakland. Garrett County will need to determine Non-Listed/Non-Designated Historic Sites (i.e. those eligible for listing on the NRHP in the future). Listing such resources will require full consultation with the MHT and MHAA. The MHAA will provide guidance and examples regarding Non-Listed/Non-Designated Historic Structures.
- Non-Historic Structures: The Chamber of Commerce will need to define “Limiting Standards” to identify the types of Non-Historic structure projects in Target Investment Zones that will contribute to heritage tourism. These can be considered eligible for tax credits. One example may be the Historical Society Transportation Museum in Oakland (a new building/museum with a heritage focus). The MHAA will provide guidance and examples regarding Non-Historic Structures and Limiting Standards.

Determining Priority Heritage Resources: Garrett County has many historic sites and structures and not all of these are eligible for assistance through the County’s heritage program. In order to receive assistance, Garrett County must consider priorities for the program. Target Investment Zones, discussed below, will be the areas where a majority of investment will occur including public funding for capital projects and non-capital programs. The *Maryland Heritage Preservation and Tourism Areas Program* has guidelines for determining Certified Heritage Structures. The County’s heritage program also may wish to consider priority resources in the CHA based on the following local criteria:

- Resource Designation: Is the resource listed on the NRHP or the MIHP or is the resource eligible for listing. This process includes defining historic and cultural sites and structures that are or may be eligible for historic listing, historic preservation tax credits, and other heritage program benefits. This process also includes defining Non-Listed/Non-Designated Historic Structures that are eligible for assistance (i.e. critical for enhancing heritage tourism).
- Public Investment: The Garrett County Heritage Program should establish a sound process for choosing capital and non-capital projects that meet the program goals and objectives while also addressing the specific needs of the communities in the Heritage Area (public and private interests).

- Private Investment: Heritage program assistance should be gauged on whether there is a high potential to leverage private investment, which is preferred. Private entities also must be prepared to commit resources to preservation and tourism development.
- Program Incentives: This aspect includes loans, grants, tax credits, and other benefits, whereby programs must be capable of producing measurable preservation and economic development returns to funding agencies (Return on Investment).
- Leveraged Funding: Is the resource located in an area that overlaps with other local, State, and Federal “revitalization” designations to leverage funding (Historic Districts, Elm Street, Main Street, Enterprise Zones, A&E Zones, etc.).
- Heritage Tourism Benefits: Does the resource(s) enhance heritage tourism for Garrett County (i.e. historic, cultural, natural/recreational tourism etc.).
- Data Collection: Is the resource configured to facilitate the collection of performance measurement data (monitoring and improving).

Historic determinations shall be made in coordination and consultation with the State (Maryland Historical Trust/Maryland Heritage Area Authority). Local agency concurrence may be required to address other programs and regulations for properties such as local historic district criteria, etc. The list of Certified Heritage Structures may be amended from time to time by the Chamber of Commerce.

6.3: GARRETT COUNTY TARGET INVESTMENT ZONES

The Heritage Plan must establish Target Investment Zones (TIZ’s) within CHA Boundary. TIZ’s are specific priority areas, where the Chamber of Commerce, in coordination with its heritage partners, will concentrate funds in an attempt to attract significant investment. TIZ’s may be contiguous or non-contiguous within the CHA Boundary. The CHA Boundary includes 10 primary TIZ’s: 1) Grantsville; 2) Accident; 3) Friendsville; 4) McHenry; 5) Oakland; 6) Mountain Lake Park; 7) Loch Lynn Heights; 8) Deer Park; 9) Kitzmiller; and 10) Bloomington.

TARGET INVESTMENT ZONES FOR GARRETT COUNTY

As shown on the TIZ Maps below, the investment areas in Garrett County are located in population centers including towns and specific rural villages that have concentrations of heritage resources. TIZ boundaries are specific nodes or areas located along the heritage area corridor’s major access routes including roads, trails, and waterways, functioning as primary areas for interpretation and economic development through heritage tourism. TIZ designation is based on the following considerations:

- Clustered heritage resources with significant and unique value;
- Heritage resources located in population centers with existing and planned tourism facilities and services and other necessary infrastructure;
- Key heritage area themes that highlight local history and culture and “tell the story” of Garrett County, which is critical for defining the interpretive structure of the Heritage Area;

- Well developed access routes/wayfinding systems to assist in guiding tourists to destination areas;
- High level of ability to leverage funding for heritage area project development; and
- High potential for partnership development and investment in the Heritage Area.

Description of Target Investment Zones: TIZ's seek to promote economic development by stimulating investment in heritage tourism. Many important capital and non-capital projects in the Heritage Area will occur within these delineated boundaries. This includes projects related to historic and cultural sites as well as tourism support services and facilities.

Technical Description and Heritage Resources: TIZ development was strongly influenced by a primary goal to create well defined investment nodes along the heritage corridor system with infrastructure capability and land use and zoning powers. TIZ's represent areas with a high degree of concentrated heritage resources, interpretive and education centers, and tourism support infrastructure and services. These areas make excellent candidates for revitalization and adaptive reuse of historic properties.

Heritage Resource Coverage in TIZ's: TIZ's encompass 28% of all inventoried historic and cultural sites and structures in the County. TIZ development was partially based on State criteria, as described above, but also the inventory of heritage resources in Garrett County performed as part of this heritage planning process. This included identification of historic districts (Oakland and Mountain Lake Park), historic downtowns, retail and tourism areas, planning and zoning overlay zones such as Priority Funding Areas, Enterprise Zones, Neighborhood Design Districts, etc., and listed and non-listed heritage resource clusters. Many of Garrett's events and festivals are held each year in these TIZ areas. They also provide worthwhile links to the County's transportation systems including automobile, pedestrian, and boating.

TARGET INVESTMENT ZONES IN THE HERITAGE AREA

TIZ #1 - GRANTSVILLE: The Grantsville TIZ has two non-contiguous areas for investment, both located along Maryland Alternate Route 40 and near I-68 (Braddock's Trail and the Old National Road). This includes a specific historic area in the downtown, within the municipal corporate boundary, as well as the nearby Casselman River Bridge and State Park, Spruce Forest Artisan Village, and Stanton Mill complex. The Grantsville TIZ and the Spruce Forest TIZ are both located within a State designated Priority Funding Area. Grantsville's location is very important for linking to the Allegheny Highland Trail system in Pennsylvania. The Chamber of Commerce should work with the Town and the MHAA to identify priority resources and projects for this TIZ.

Grantsville TIZ - Prominent Resource Descriptions: The Grantsville TIZ has five (5) NRHP sites, 18 MIHP sites, one Discovery Center, one State Park, and four (4) significant heritage events or festivals held throughout the year (see maps below). There also is a high concentration of historic and cultural structures for a small town dating from 1800 to 1899. The Town also has a hotel/motel; the historic Casselman Inn. The Spruce Forest Area is an important historic and cultural area in Garrett County, focusing on local arts and crafts. It has three (3) NRHP sites including the Casselman River Bride and State Park, Penn Alps, and

the Stanton Mill and complex. These are among the oldest and most important historic resources in the County. This area has nine (9) MIHP sites.



The Casselman River Bridge, located along the old National Road, is Garrett County's most significant historic site and structure.

SOURCE: Maryland Historical Trust

Casselman River Bridge and Stone Arch– Grantsville, Maryland (1813 to 1817): National Register of Historic Places NRHP 6/G-II-C-014: Built between 1813 and 1817 along the Old National Road, the Casselman River Bridge is one of Garrett County's most important heritage resource. The Casselman River Bridge is located near Grantsville in Casselman Bridge State Park, located just off Maryland Alternate Route 40 near I-68. At the time of construction, the bridge was the largest single span stone bridge in America. It is approximately 30 feet long and 37 feet to 48 feet wide. It carried the National Road over the historic mill race. The Casselman River Bridge is significant for its

connection to local, state, and national history (National Road). It also is architecturally significant as the largest single span stone bridge of its time.

National Road Inns– Grantsville, Maryland (Early to Mid 19th Century): National Register of Historic Places NRHP 415/G-II-C-008: The many inns, taverns, and hotels that lined the Old National Road are an important historical legacy for Garrett County, the State of Maryland, and the nation. This includes the Penn Alps Main Building (at Spruce Forest Artisan Village), the Casselman Hotel (Grantsville), and the National Hotel (Grantsville) in Garrett County. These

inns and taverns served travelers moving from the east to the western frontiers of the country as it was settled in the 19th Century.



The many historic sites and structures associated with the Old National Road in Garrett County are an important historical legacy for the nation.

SOURCE: Maryland Historical Trust

1. The Penn Alps Building is located on MD Alternate Route 40 east of Grantsville and near I-68. It is an early 19th Century log house, which was modernized in the Italianate Style in the late 19th Century. This structure was later converted for commercial use in the 20th Century and serves a restaurant in the Spruce Forest Artisan Village.
2. The Casselman Hotel is located on the north side of Main Street in Grantsville along MD Alternate Route 40. This Greek Revival brick building was constructed in 1842 and is two and half stories high with a gable roof, stone foundation, and double chimneys, located on the ends of the building. Original moldings and many period architectural elements are still present.

3. The National Hotel fronts Main Street in downtown Grantsville (MD Alternate Route 40). An ornate one story porch is located on the front façade including turned posts and balustrades. Eastlake inspired trim is noted in the interior lobby.

Stanton Mill and Complex– Grantsville, Maryland
(Mid 19th Century/Early 20th Century): National
Register of Historic Places NRHP 721/G-VI-A-028:

Stanton Mill and the Mill complex are located near Grantsville on MD Alternate Route 40 in the Spruce Forest Artisan Village area near the Casselman River State Park and Casselman River Bridge. Stanton Mill is a heavy hand-hewn timber frame structure built on an earlier 18th Century sandstone foundation. The original mill built on this site was constructed in the late 18th Century, with the new mill-site replacing it in 1859. The Mill and complex include five inter-related structures dating from the mid-19th Century:



Stanton Mill and the Mill complex are among Garrett County's most significant and important historic resources. The original mill was constructed in the late 18th Century.

SOURCE: Maryland Historical Trust

1. Stanton Mill, built on the 18th century foundation of one of the first grist mills in Garrett County;
2. A mid-19th Century stone faced timber crib dam and mill raceway from the Casselman River;
3. A single span stone arch culvert bridge constructed in 1877 as part of the National Road;
4. A 1900 frame storage building 50 yards southeast of the mill; and
5. The stone foundation of a demolished 19th century storehouse 30 yards southeast of the mill.

The Stanton Mill Complex is historically important. It is related to the County's early frontier history and the development of the National Road. The Mill also served an important part in the County's agrarian and industrial history. Today it is one of many important heritage features in the Spruce Forest Artisan Village. There are plans to restore mill operations and make this complex an important part of Spruce Village offerings.

Other Resources near Grantsville: Although, the following resources are not included in the Grantsville TIZ, they are located near the Town and are listed on the NRHP:

Tomlinson Inn and the Little Meadow – Grantsville, Maryland (Early 19th Century): National Register of Historic Places NRHP 195/G-II-C-015: The Tomlinson Inn and Little Meadow are located along the Old National Road, three miles east of Grantsville, Maryland. The Inn is situated on the Little Meadow, the valley between Meadow Mountain and Chestnut Ridge. The principal structure was built in 1818 and is a large two-story rectangular stone building. The Inn is an example of late 18th Century stone construction, an early hostelry in the frontier areas.



The Tomlinson Inn and Little Meadow are significant heritage resources in Garrett County. In particular Little Meadow is directly connected to George Washington and the French and Indian War. Washington visited the Meadow many times from 1754 to 1784.

SOURCE: Maryland Historical Trust

The Inn's historical importance is related to General Edward Braddock's 4th encampment in 1755 (French and Indian War) and the Old National Road (early to mid 19th Century). In the early 19th Century, the National Road was the first federally financed highway in the nation and connected the eastern and western portions of the country prior to the advent of the railroad. The Little Meadow, on which the structure is situated, is closely associated with George Washington during the French and Indian War and his Presidency in the late 18th Century. Washington stopped at the meadow many times from 1754 to 1784.

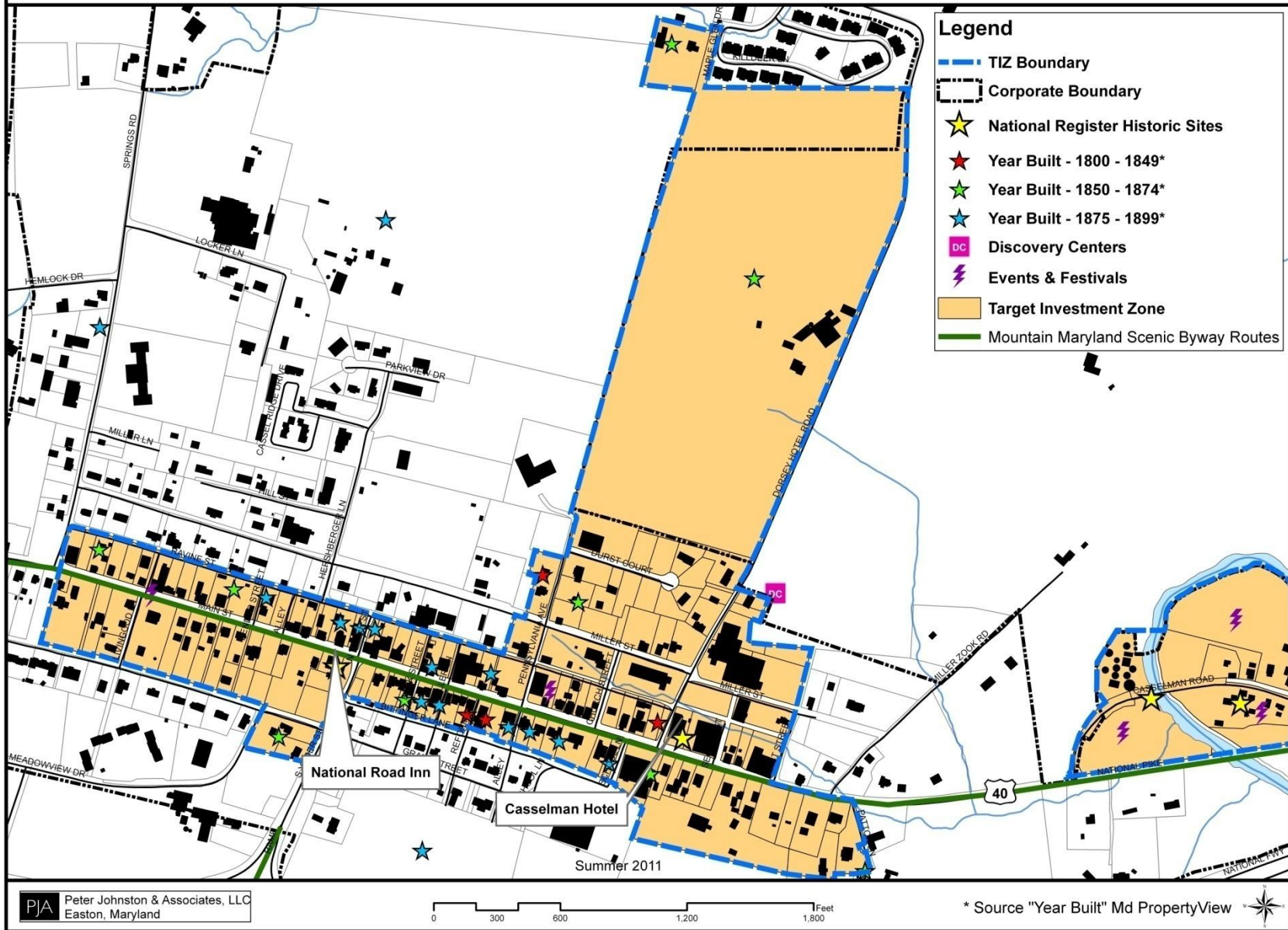


The Fuller/Baker House is a fine architectural example of an Alleghany Highland dwelling.

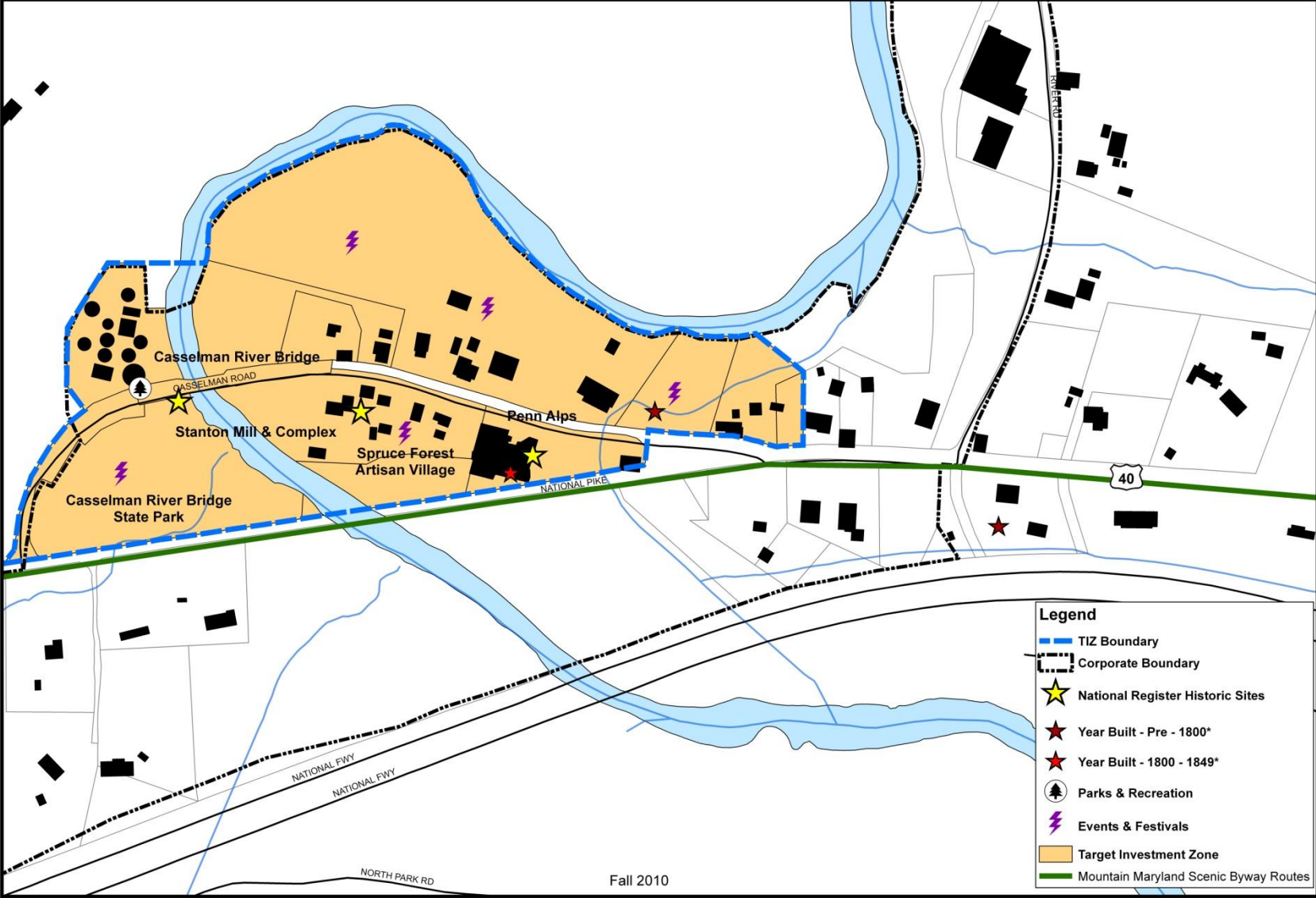
SOURCE: Maryland Historical Trust

Fuller Baker House – Grantsville, Maryland (Early 19th Century): National Register of Historic Places NRHP 47/G-II-C-015: The Fuller Baker house is located west of the present Town of the Grantsville, Maryland along MD Alternate Route 40. The House was named for Henry Fuller (1800 to 1881), a local stone mason who settled in the area in the 1830's. The Fuller-Baker House is a fine example of an Alleghany Highland dwelling, once common to the region in the early to mid 19th Century. The first Governor of Maryland, Thomas Johnson (1733 – 1819), purchased the lot on which the Fuller Baker House was eventually constructed. The Fuller Baker House is reputed to have been a tavern located along the Old National Road.

Map # 1: Grantsville Target Investment Zone (Town)



Map # 1a: Grantsville Target Investment Zone (Town)



PJA Peter Johnston & Associates, LLC
Easton, Maryland

Fall 2010

* Source "Year Built" Md PropertyView

TIZ #2 – ACCIDENT: The Accident TIZ runs along one of Garrett County’s primary transportation routes, Maryland Route 219 to Deep Creek Lake and Oakland. In this regard, the Town has a high visibility to tourists/visitors. Focusing revitalization and adaptive reuse efforts in the Town can assist overall tourism initiatives by improving aesthetic appearance and promoting small tourism related businesses. Accident is a State Priority Funding Area. The Chamber of Commerce should work with the Town and the MHAA to identify priority resources and projects for this TIZ.

Accident TIZ - Prominent Resource Descriptions: Accident has one library and one museum. The Hickory Environmental Center also is located near the Town. The Town hosts a 4th of July/Homecoming event every summer. Zaiser Meats, a local grocery retail establishment is located in the Town, highlighting specialty foods. Sausages and other products can be purchased at the store. This is a unique food venue for tourism highlighting local German culture and cuisine. Accident has 16 MIHP sites, one historic structure dating from 1850 to 1874, and 18 structures dating from 1875 to 1899. Many more structures dating from 1900 to 1920 are located in the Town.

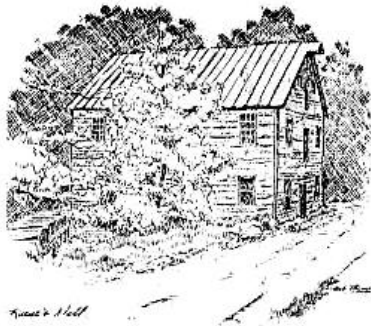
James Drane House – Accident, Maryland/Bittering Road (1800): National Register of Historic Places NRHP 849/G-II-B-010: The Accident TIZ has one NRHP site, the James Drane House, located near Accident on Bittering Road. It is the oldest listed standing structure in Garrett County built in 1800. The structure also is architecturally significant because it combined log and frame construction, a highly unusual combination for frontier design. Today, the structure has been restored to its original state and is a local period house museum in Garrett County.



The James Drane House in Accident Maryland is one of the County's oldest remaining structures (circa 1800).

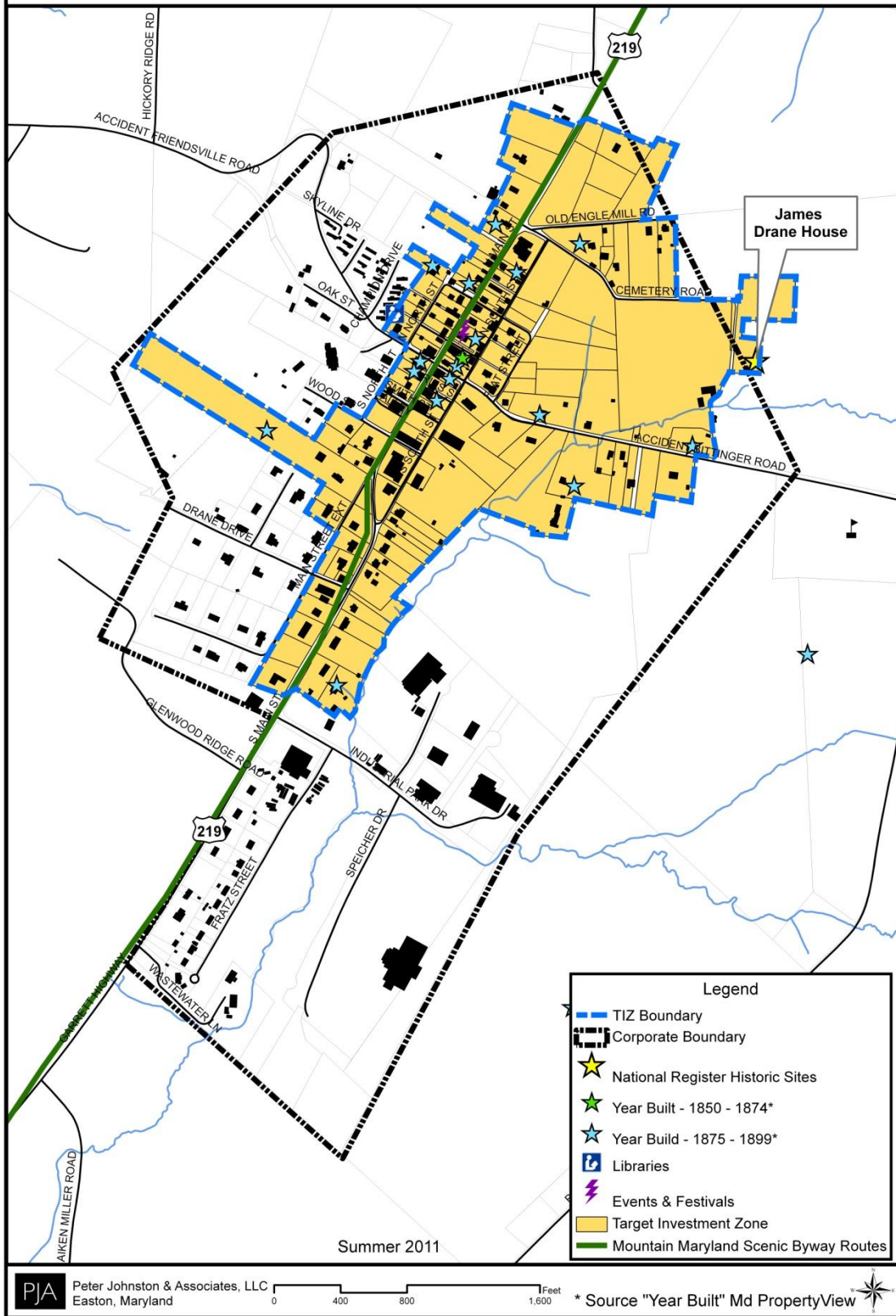
SOURCE: Maryland Historical Trust

Other Resources near Accident: Although, the following resource is not included in the Accident TIZ, it is located near the Town and is listed on the NRHP:



Kaese Mill – Accident, Maryland (1868): National Register of Historic Places NRHP 831/G-II-B-024: Kaese Mill is located near Accident, Maryland on Bear Creek. It was constructed in 1868 by Henry August Kaese, a miller from Germany. All of its 19th and 20th Century equipment is still located onsite. The Kaese Mill Complex is historically important and related to the County’s early agrarian and industrial history.

Map # 2: Accident Target Investment Zone (Town)



TIZ #3 - FRIENDSVILLE: Friendsville is located near I-68 in the western corner of Garrett County along the Youghiogheny River. The “Yough” is designated by the State as a *Wild and Scenic River* with special scenic prominence. Friendsville is named after Garrett County’s first family, the Friend Family, who settled the area and served in the Revolutionary War. The TIZ is located in the downtown area and within a State Priority Funding Area. The Chamber of Commerce should work with the Town and the MHAA to identify priority resources and projects for this TIZ.

Friendsville TIZ - Prominent Resource Descriptions: In the TIZ, there are six (6) sites listed on MIHP, two (2) historic cemeteries with one dating to the American Revolution, 17 historic structures dating from 1875 to 1899, and many more structures dating from 1900 to 1920. The TIZ also includes the Friend Family Library and Museum, one nearby State Park, and one municipal park with recreation facilities. The Town hosts one event in the County, *Friendsville Days* (see *Chapter 8: Heritage Area Interpretation*). Friendsville’s location is very important for linking to the Allegheny Trail system in Pennsylvania. Friendsville serves as a take-out point to the Youghiogheny River for whitewater rafting and is located near Youghiogheny Lake, a federal park on the Maryland/Pennsylvania border. A hotel/motel is located near the Town.

Other Resources near Friendsville: Although, the following resource is not included in the Friendsville TIZ, it is located near the Town and is listed on the NRHP:

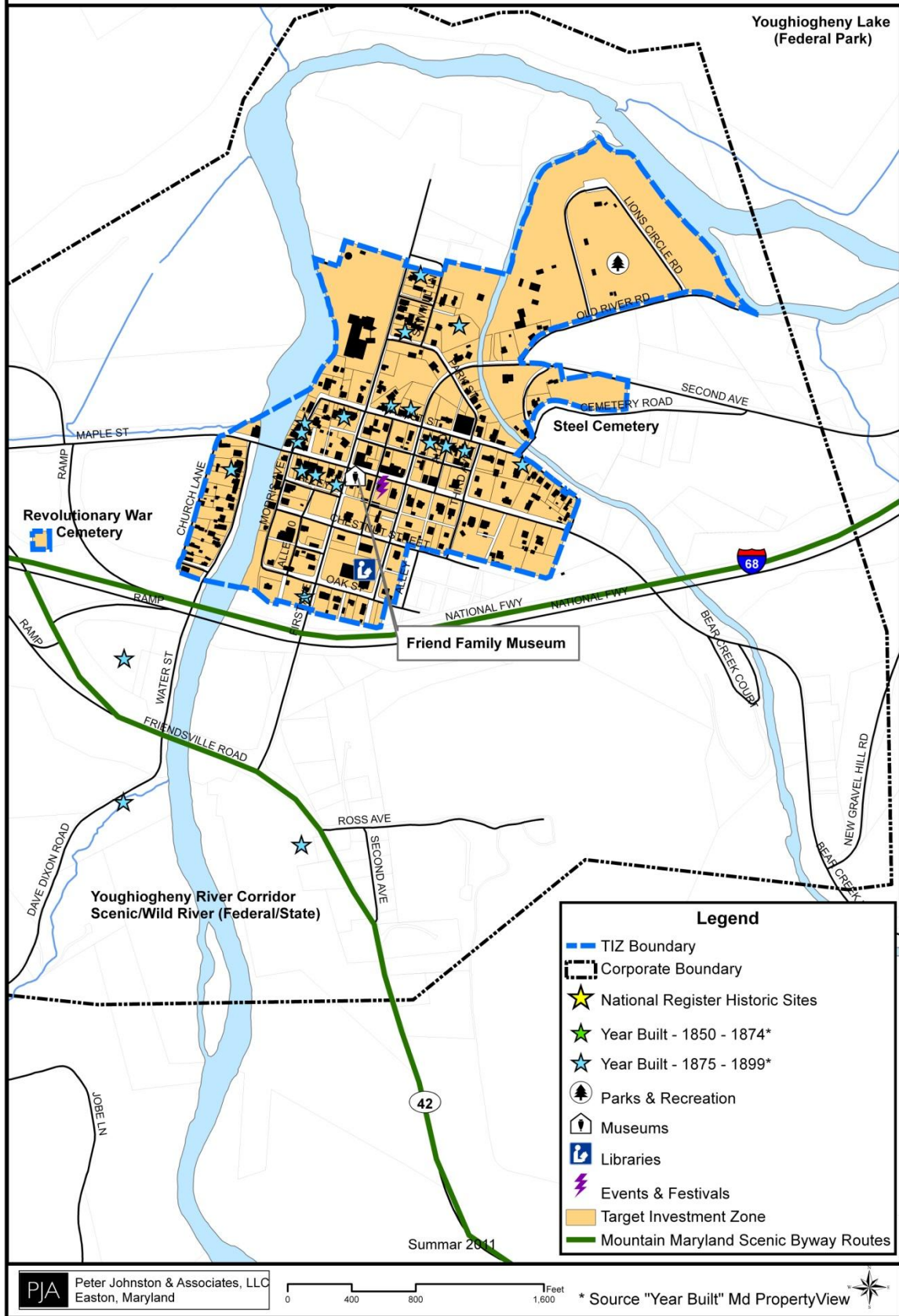


Mercy Chapel at Mill Run– Selbysport Area, Garrett County, Maryland (1874): National Register of Historic Places NRHP 818/G-II-B-050: Mercy Chapel is located near the old rural village site of Selbysport in Garrett County, near Friendsville. It is a rare 19th Century octagonal structure built of vertical plank siding from locally swan lumber with a coursed stone foundation. The building was constructed in 1874 and has one story and one room. It also adjoins a local historic cemetery. Mercy Chapel is architecturally significant for its octagonal shape and roof construction.

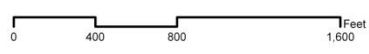
An important part of Garrett County's historical and cultural heritage is the many churches and chapels that dot the landscape. Religion plays a prominent role in the settlement and development of the County.

SOURCE: Maryland Historical Trust

Map # 3: Friendsville Target Investment Zone (Town)



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 Easton, Maryland



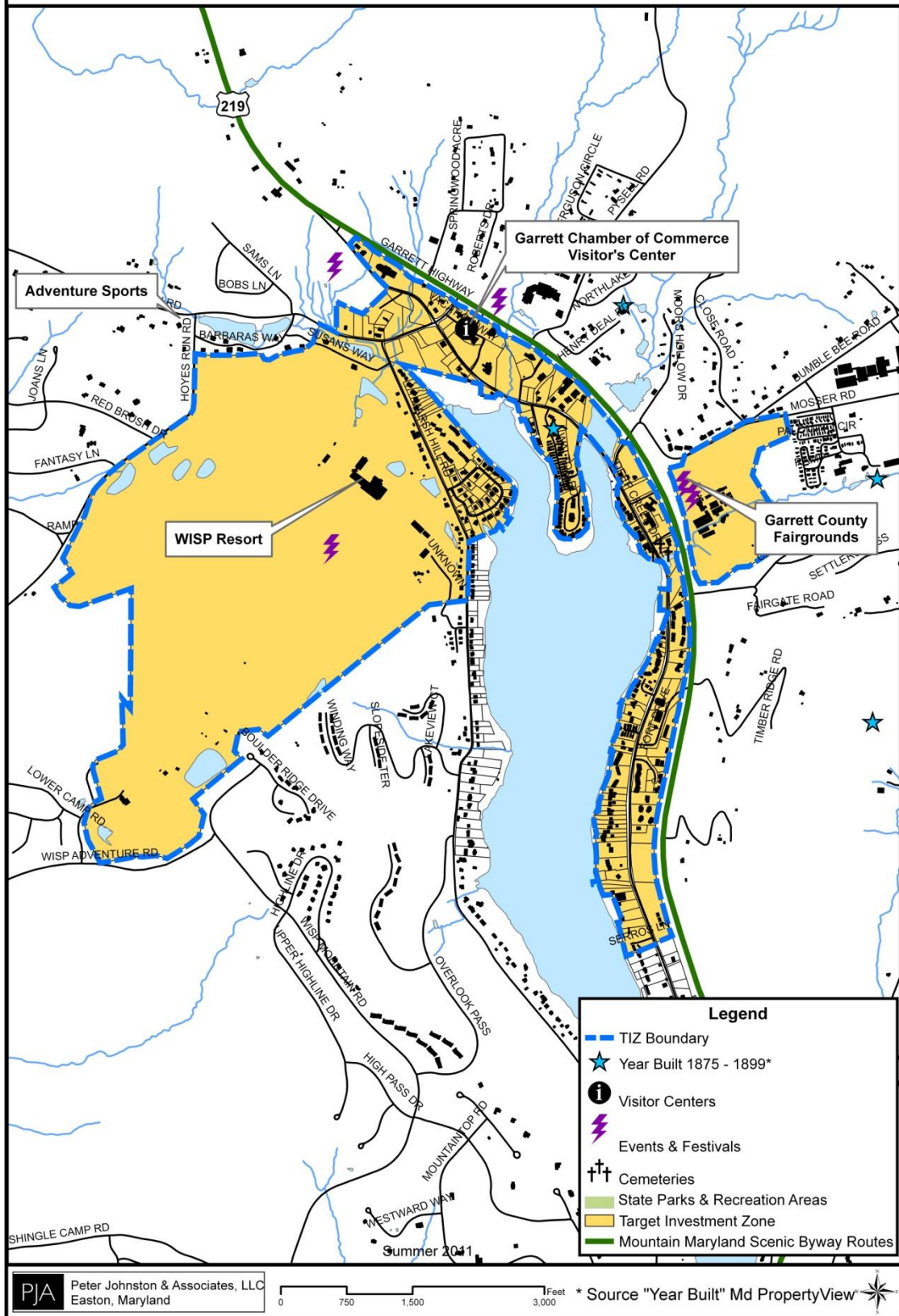
* Source "Year Built" Md PropertyView

TIZ #4 – MCHENRY (COUNTY): McHenry is the tourism hub of Garrett County, located on Maryland Route 219 near Deep Creek Lake. McHenry also hosts much of Garrett’s tourism attractions including Adventure Sports and the WISP four season resort hotel. McHenry is a rural village (not incorporated) but is designated as a State Priority Funding Area. The Chamber of Commerce should work with the Town and the MHAA to identify priority resources and projects for this TIZ.

McHenry TIZ - Prominent Resource Descriptions: The McHenry TIZ has two (2) MIHP sites and four (4) structures dating from 1875 to 1899. Significant features in or near the TIZ include the Garrett County Airport and the Garrett County Fairgrounds. Nearby State parks provide access to Deep Creek Lake as well as tourism support services and facilities. Many major events and festivals are held in the McHenry area near Deep Creek Lake including the *Highlands Festival* as well as other prominent arts and entertainment events.

Many retail shops, restaurants, hotels and motels, rental units, and other businesses related to tourism are located in the McHenry area. The Garrett County Visitor’s Center also is located in McHenry. The Visitor’s Center is managed by the Garrett County Chamber of Commerce, which is the Heritage Area Management Entity (see *Chapter 5: Heritage Area Management*). The Chamber provides wayfinding information, general guides, brochures (including brochures on Garrett’s history and culture) as well as interpretive and educational displays at the Visitor’s Center.

Map # 4: McHenry Target Investment Zone (County)



TIZ #5 – OAKLAND: The Town of Oakland is Garrett County’s Seat of Government. It is located along Maryland Routes 219 and 825. The TIZ includes the official Oakland Historic District and much of the downtown area. The Town is a State Priority Funding Area. In addition, the TIZ overlaps with Oakland’s Neighborhood Design District. The Chamber of Commerce should work with the Town and the MHAA to identify priority resources and projects for this TIZ.

Oakland TIZ - Prominent Resource Descriptions: The Oakland TIZ has three (3) NRHP sites including the Baltimore & Ohio Railroad Station and Museum, 13 MIHP sites, six (6) structures dating from 1850 to 1874, 32 historic structures dating from 1875 to 1899, and two (2) historic cemeteries. Many more historic structures are located in Oakland dating from 1900 to 1920, which also may have significant historic and cultural value.

Oakland has two (2) museums including the Garrett Historical Society, one Discovery Center, and a host of downtown retail shops and stores for tourism. Town parks and nearby State parks provides connections to resources and trails. A new Transportation Museum is being developed by the Oakland Historical Society and Town. This new museum will highlight Garrett’s role in the industrial development of the State and nation. Next to Deep Creek Lake and McHenry, Oakland is Garrett’s second most important area for tourism. Two major events are held in the Town including the *Autumn Glory Festival* (Garrett’s largest) and *Winter Fest*. These festivals are large tourism draws for the County. There is a high concentration of historic and cultural structures in Oakland. Many of these resources may be eligible for listing on the MIHP and/or the NRHP. Oakland is located on the Glades Theme segment of the Mountain Maryland Scenic Byway.

Baltimore & Ohio Railroad Station – Oakland, Maryland (1884): National Register of Historic Places NRHP 208/G-VI-A-028: The Oakland B&O Railroad Station dates to as early as 1851. However, the present structure was built in 1884 and is one of the finest examples in the nation of Queen Anne style railroad architecture. It is surmised that the station was designed by Baldwin and Pennington for the B&O, an architectural firm in Baltimore, Maryland during the late 19th and early 20th centuries. The Oakland B&O Station is one of the oldest train stations in the country. It is constructed of brick with a two-story central section and two one-story wings, flanking the central section. Prominent architectural elements highlight texture including incised brick construction, picturesque massing, and a mixing of materials (brick, shingles, and stone).

According to the Maryland Historical Trust, the Oakland B&O Railroad Station is the finest historical structure in the Town of Oakland.



The B&O Railroad in Oakland is one of the County's most significant historic sites and structures. It was recently deeded by the Town to the Garrett County Historical Society for management.

SOURCE: Maryland Historical Trust



The Garrett County Courthouse is an impressive neo-renaissance revival style structure built in downtown Oakland in the early 20th Century. This imposing building is both historically and architecturally significant.

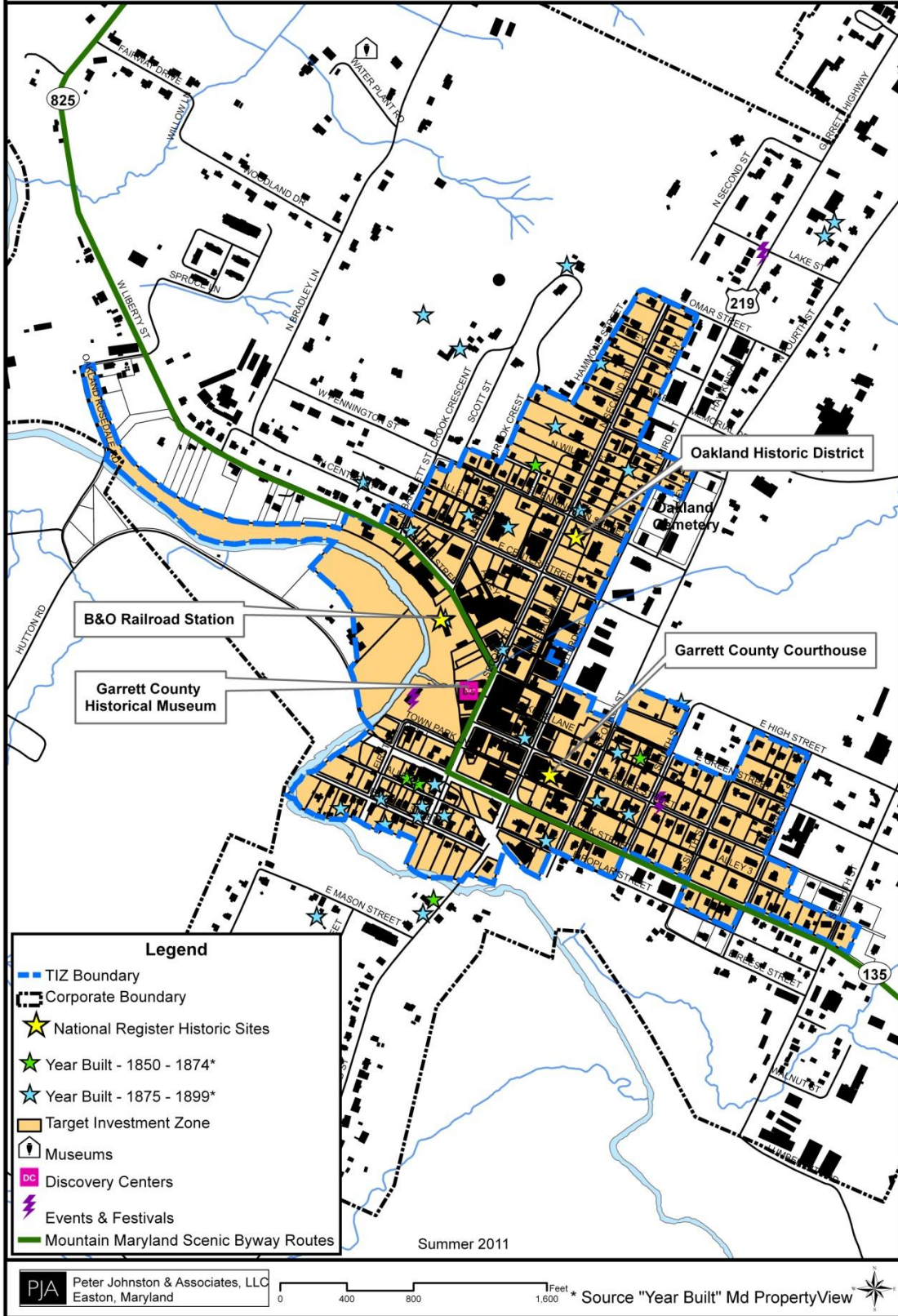
SOURCE: Maryland Historical Trust

Garrett County Courthouse - Oakland, Maryland (1907 to 1908): National Register of Historic Places NRHP 344/G-VI-A-001: The Garrett County Courthouse is located on 3rd and Alder Streets in the County Seat of Oakland, Maryland. The Courthouse is a masonry structure located on a hill that overlooks downtown Oakland. It was constructed in 1907 to 1908 in the Neo-Renaissance Revival Style. It has three stories and a low copper roof with a dome. The ground floor serves as the base with three archways below each portico. The archways on the front and west side are open with an entrance porch. The north and south archways are closed with windows. Equal length wings have tetrastyle stone Roman Ionic porticos (four columns) in front of the second and third floors. Second and third stories are constructed of yellow brick. The entire building is encircled by a detailed dental-molded cornice. Much of

the building is decorated with unique architectural elements including the dome, a clock in the front portico, scroll brackets, and floral sculptures on the pediments above the porticos. Interior rooms radiate out from a central marble floored rotunda, which is open to the top of the dome.

The Garrett County Courthouse was the second courthouse constructed in the County since 1872, the first being built in 1877 and then later converted to educational use after the new courthouse was completed in 1908. It is the largest structure in Oakland. The Courthouse was designed by James Riley Gordon (1863 – 1937), a prominent New York architect, who specialized in government buildings. The Courthouse is both architecturally and historically significant and is associated with the County's civic life during the 20th century. The Courthouse is still the seat of Garrett County's local government in 2009.

Map # 5: Oakland Target Investment Zone (Town)



TIZ #6 – MOUNTAIN LAKE PARK: The Town of Mountain Lake Park TIZ includes the official Historic District and surrounding areas with historic resources. The Town and the TIZ are located in a State Priority Funding Area. Mountain Lake Park’s history in Garrett County is unique. It was founded as a Methodist resort and modeled after *Chautauqua Lake* in New York. The purpose was to train ministers, educate lay leaders of the church, and enjoy the relaxation offered by the scenic pastoral environment of Garrett County. The Chamber of Commerce should work with the Town and the MHAA to identify priority resources and projects for this TIZ.

Mountain Lake Park TIZ - Prominent Resource Descriptions: The Mountain Lake Park TIZ has two (2) NRHP sites, five (5) MIHP sites, two (2) structures dating from 1850 to 1874, and 20 historic structures dating from 1875 to 1899. Many more historic structures are located in the Town dating from 1900 to 1920, which also may have significant historic and cultural value.

Specific NRHP sites include Creedmore, an architecturally significant Queen Anne structure in the Town reminiscent of resort homes in the area during the 19th and early 20th centuries. There are no major events or festivals held in Mountain Lake Park. However, Broadford Lake is located in the Town, a popular local lake and recreation site. Mountain Lake Park is located on the Glades Theme segment of the Mountain Maryland Scenic Byway and connects with the Coal Theme segment (Maryland Route 135) near the Town.

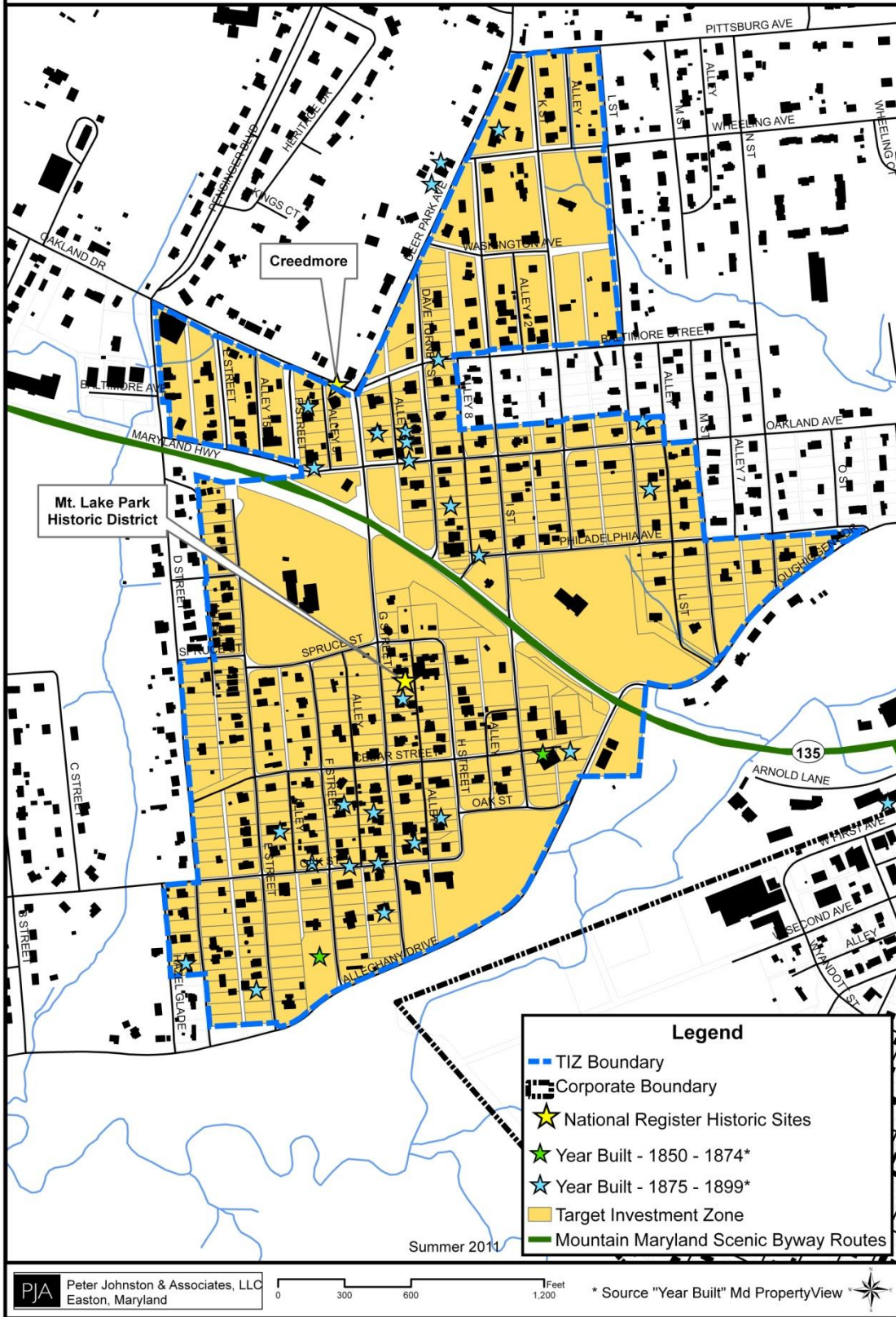
Creedmore - Mountain Lake Park, Maryland (1903 to 1904): National Register of Historic Places NRHP 841/G-IV-A-186: Creedmore is located on 510 G Street and Baltimore Avenue in Mountain Lake Park, Maryland. The house is an early 20th Century large two and one half story frame structure built in the Queen Anne Style similar to other buildings in nearby Mountain Lake Park. The structure is five bays wide with a large two and one half story gable roofed bay forming a “T.” Siding is board and batten on the first story with fish scale wooden shingles on the second story and the attic. An



SOURCE: Maryland Historical Trust

unusually shaped roof-line is noted on the southeast tower with flaring eaves and oval windows. The interior maintains much of its original oak woodwork and trim as well as an elaborate staircase and handsome oak newel post. Creedmore is an architecturally significant Queen Anne structure in Mountain Lake Park, reminiscent of resort homes in the area during the 19th and early 20th centuries.

Map # 6: Mt. Lake Park Target Investment Zone (Town)



TIZ #7 – LOCH LYNN HEIGHTS: The Town of Loch Lynn Heights is located within a State Priority Funding Area. The TIZ is located in the Town’s central business area, which contains some shops and businesses and the old railroad line. Loch Lynn Heights also has a unique history in Garrett County as the anti-thesis of Mountain Lake Park. An old saying in Garrett County states, “If you want to sin, go to Loch Lynn, but for Jesus’ sake, go to Mountain Lake.” In the late 19th and early 20th Centuries, this town provided the casinos and more dubious recreational pastimes that Mountain Lake Park did not. The Chamber of Commerce should work with the Town and the MHAA to identify priority resources and projects for this TIZ.

Loch Lynn Heights TIZ - Prominent Resource Descriptions: The Loch Lynn Heights TIZ has five (5) MIHP sites and four (4) structures dating from 1875 to 1899. Many more historic structures are located in the Town dating from 1900 to 1920, which also may have significant historic and cultural value.

No major events or festivals in Garrett County are held in Loch Lynn Heights. Loch Lynn Heights is located on MD Route 560, a side track of the Mountain Maryland Scenic Byway that connects MD Route 135 to the Potomac State Forest, 11,461 acres situated between the Towns of Oakland and Westernport and partially bordering the Potomac River. The forest features the highest point in any Maryland State Forest – Backbone Mountain with an elevation of 3,200 feet. This area offers various recreational opportunities including fishing, hunting, hiking, and picnicking.

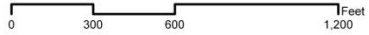
Map # 7: Loch Lynn Heights Target Investment Zone (Town)



Legend

- - - TIZ Boundary
- Corporate Boundary
- ★ Year Built - 1850 - 1874*
- ★ Year Built - 1875 - 1899*
- Target Investment Zone
- Mountain Maryland Scenic Byway Routes

PJA Peter Johnston & Associates, LLC
Easton, Maryland



* Source "Year Built" Md PropertyView

TIZ #8 – DEER PARK: The Town of Deer Park is famous in relation to the County’s early tourism industry in the late 19th and early 20th Centuries. Deer Park hosted many U.S. Presidents including Ulysses S. Grant and Grover Cleveland. There are currently two non-contiguous TIZ’s in the Town; one in the northern part and one in the southern parts of Deer Park. These areas are located within a designated State Priority Funding Area. The Chamber of Commerce should work with the Town and the MHAA to identify priority resources and projects for this TIZ.

Deer Park TIZ - Prominent Resource Descriptions: Deer Park’s TIZ hosts two (2) NRHP sites including the Deer Park Inn and Glamorgan. In addition, there are 14 MIHP sites, two (2) historic structures dating from 1850 to 1874, 18 historic structures dating from 1875 to 1899, and one historic cemetery. This represents a moderate concentration of resources that may be candidates for historic listing (to be determined).

Due to the Town’s significant history in relation to past United States Presidents, these sites and structures have a high degree of local, state, and national significance. The Chamber of Commerce should work closely with the Town and property owners to save and restore suitable sites as well as manage existing sites, already listed on the NRHP such as the Deer Park Inn. Deer Park is located along Maryland Route 135, the Coal Heritage Theme of the Mountain Maryland Scenic Byway, and connects to the Cunningham Swamp Theme. Currently, no significant events or festivals are held in Deer Park.

Pennington Cottage- Deer Park, Maryland (Early 20th Century): National Register of Historic Places NRHP 377/G-IV-B-006: Pennington Cottage is located in the Town of Deer Park, Maryland on the northwestern side of Deer Park Hotel Road, east of the intersection of Deer Park Hotel Avenue. The Cottage is a late 19th Century shingle-style frame structure that is two and one-half stories high. Pennington Cottage has a gambrel roof and large porch that stretches across the principal façade. The third-story front has a five part Palladian style design of window groupings with four windows and a central oval fan wood panel with a louvered arch and top keystone. Interior classical features remain including original bathrooms that still provide Deer Park’s famed natural spring water. Today, Pennington Cottage serves as the Deer Park Inn, a restaurant and bed and breakfast.



The many historic sites and structures located in the Town of Deer Park are connected to Garrett County's early tourism industry (late 19th and early 20th Centuries). These sites and structures are historically and architecturally significant.

SOURCE: Maryland Historical Trust

Pennington Cottage is architecturally and historically significant because it is associated with Garrett County’s early resort and tourism industry. This industry grew as a result of B&O Railroad efforts to market the region to urban tourists in Baltimore and Washington D.C. Deer Park was developed as a summer resort area in the late 1870’s with the construction of the Deer Park Hotel in 1879. Individual houses and cottages

were soon added near the hotel grounds for exclusive family use. Pennington Cottage was the summer house of Josias Pennington, a prominent Baltimore architect that worked with the B&O Railroad in the region. Pennington and his partner, Ephram Baldwin, are noted for the restoration of the Old State House in Annapolis, Maryland.

Pennington Cottage is one of the few cottages left in Deer Park that has been restored. Many of the important structures from Garrett County's early tourism industry in the late 19th and early 20th centuries have been lost to time and decay including the famed Deer Park Hotel. A modern subdivision was developed on the old hotel grounds site in the 1970's. These structures are now mingled with more modern dwellings. The preservation of the remaining historic structures in Deer Park is an important objective of this Heritage Area Management Plan.



SOURCE: Maryland Historical Trust

Glamorgan – Deer Park, Maryland (1888): National Register of Historic Places NRHP 827/G-IV-B-010: Glamorgan, also known as Kittery Hall, is a Queen Anne Style structure located of Maryland Route 135 in Deer Park, Maryland. It was constructed as a summer house in 1888 by a wealthy Philadelphia banker. The house is one of Garrett County's most sophisticated Queen Anne Style homes. Glamorgan is a two and half story frame house surrounded by evergreen trees with a side tower and steeple roof.

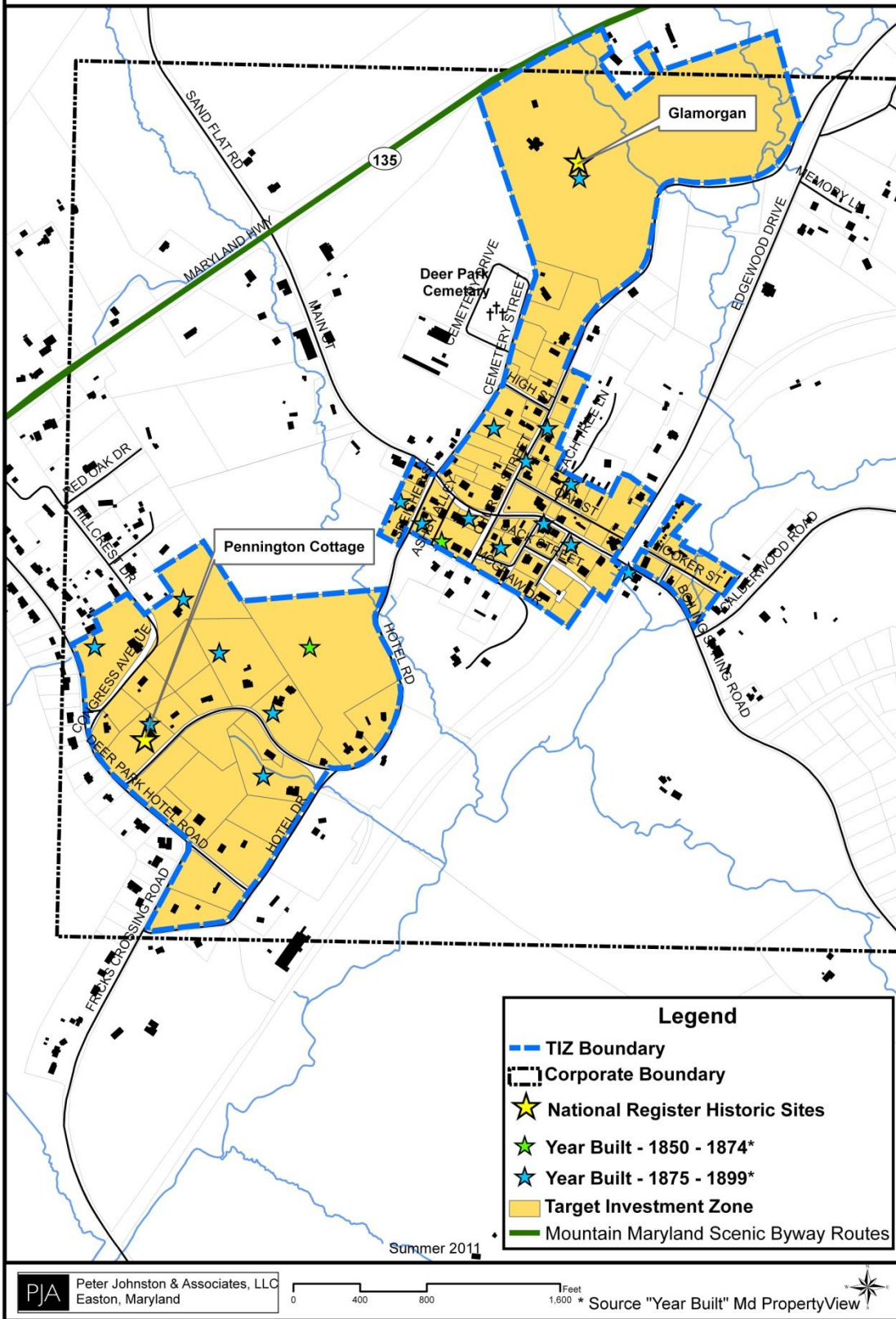
Other Resources near Deer Park: Although, the following resource is not included in the Deer Park TIZ, it is located near the Town and is listed on the NRHP:

Anderson Chapel – Swanton Area, Garrett County, Maryland (1882): National Register of Historic Places NRHP 796/G-IV-C-009: Anderson Chapel, also known as Swanton Episcopal Church or St. Paul's Chapel, is located at the center of Swanton a small rural village in Garrett County. The original village was laid out on a half mile stretch that intersects the B&O railroad line. The structure is a late 19th Century frame one story building with a gable roof. The church is architecturally significant because of its Gothic details, which include lancet and rose windows, board and batten siding, and a hooded entryway. The church also is historically important, reflecting Garrett County's wide and varied religious culture.



SOURCE: Maryland Historical Trust

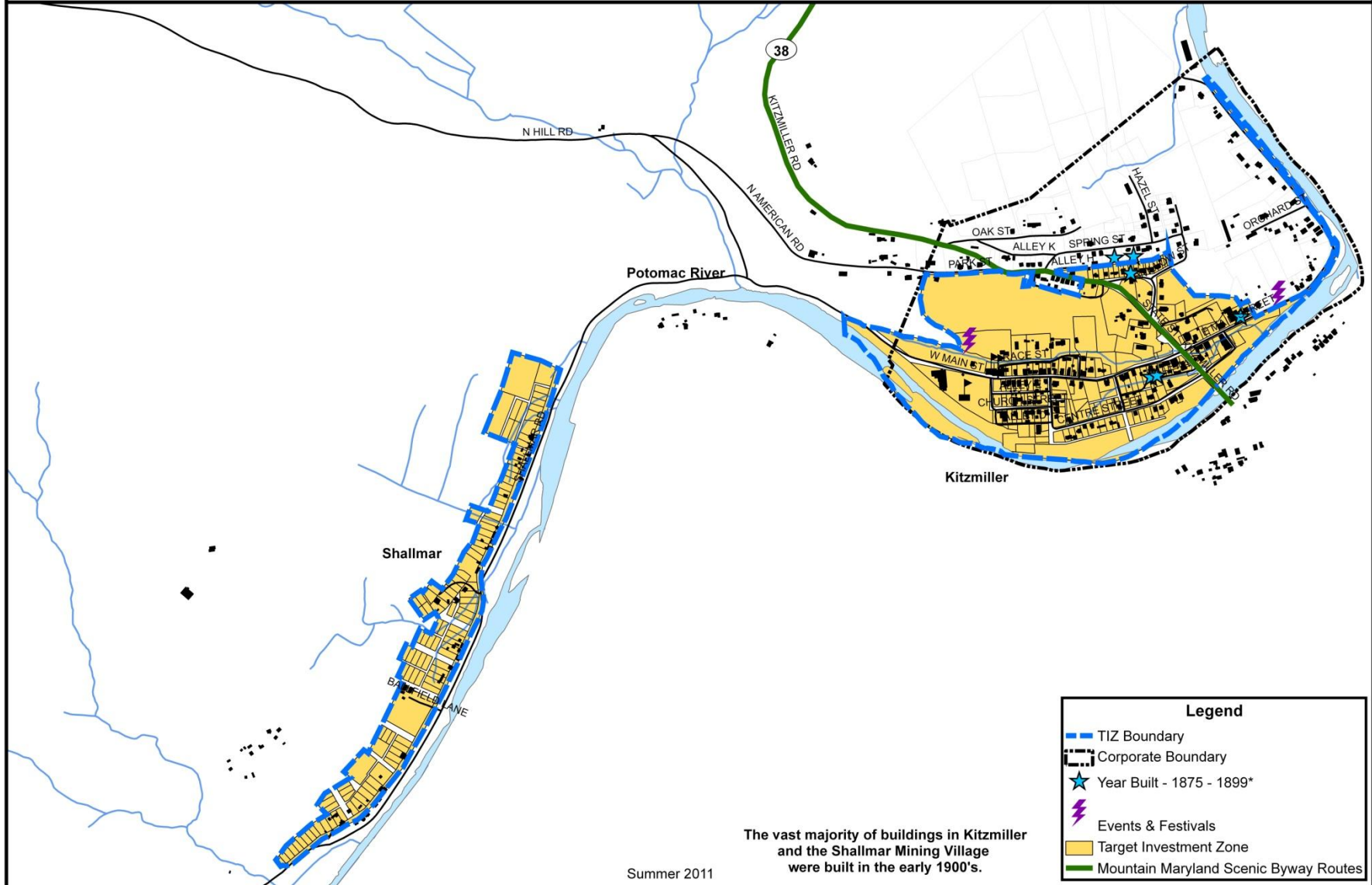
Map # 8: Deer Park Target Investment Zone (Town)



TIZ #9 - KITZMILLER: The Town of Kitzmiller is related to Garrett County’s milling and coal industries of the late 19th and early 20th Centuries. There are currently two non-contiguous TIZ’s in the Town. This includes the Town of Kitzmiller and the Rural Mining Village of Shallmar near the Town’s boundary on the Potomac River. The Chamber of Commerce should work with the Town and the MHAA to identify priority resources and projects for this TIZ.

Kitzmiller TIZ - Prominent Resource Descriptions: The TIZ has three (3) MIHP sites in the Town (including a large area for Shallmar), six (6) historic structures dating from 1875 to 1899, and many more historic structures dating from 1900 to 1920. Two (2) events are held in Kitzmiller each year including the *Kitzmiller Heritage Exposition* and the *Kitzmiller Fourth of July Celebration*. Kitmiller is located on Maryland Route 38, a Coal Heritage Theme segment of the Mountain Maryland Scenic Byway.

Map # 9: Kitzmiller Target Investment Zone (Town/Rural Village)



The vast majority of buildings in Kitzmiller and the Shallmar Mining Village were built in the early 1900's.

Legend

- - - TIZ Boundary
- Corporate Boundary
- ★ Year Built - 1875 - 1899*
- ⚡ Events & Festivals
- Target Investment Zone
- Mountain Maryland Scenic Byway Routes



TIZ #10 – BLOOMINGTON (RURAL VILLAGE): The rural village of Bloomington is related to Garrett County’s coal industry of the late 19th and early 20th Centuries. The Chamber of Commerce should work with the Town and the MHAA to identify priority resources and projects for this TIZ.

Bloomington TIZ - Prominent Resource Descriptions: The Bloomington TIZ has three (3) NRHP sites including the Altamont 17 Mile Grade, Borderside, and the Bloomington Viaduct, six (6) MIHP sites, one historic structure dating from 1850 to 1875, and one historic structure dating from 1875 to 1899. The Town is located at the confluence of the Savage River and the Potomac River. It is located near the Savage River State Forest, New Germany State Parks, and Jennings Randolph Lake, a federal natural resource management area and park. Bloomington is an important part of the Coal Heritage Theme segment of the Mountain Maryland Scenic Byway (Maryland Route 135) and links to coal heritage tour routes in neighboring Allegany County, Maryland. It also links to the Savage River Theme segment of the Mountain Maryland Scenic Byway.

The Altamont Seventeen Mile Grade (1851 – 1852): G-IV-B-175: The Baltimore and Ohio (B&O) Railroad constructed a 17 mile section of track in the 19th Century, which extends from Piedmont West Virginia to Altamont Maryland. This is a rise of 1, 626 feet per mile and in some places it reaches 116 feet in height. The construction of the 17 Mile grade was an extraordinary engineering accomplishment in its day.

Borderside Site – Bloomington, Maryland/Oakland Westernport Road (1870): National Register of Historic Places NRHP 339/G-I-E-007: Located on the northern side of the Oakland-Westernport Road, Borderside, also known as Brydon Mansion, is a late 19th Century Italianate brick structure laid in common bond. The building has an intricately decorated three story central tower on the main façade. The tower has a pronounced bell-curve Mansard roof. Windows are four over four double hung and recessed on the tower. Principal windows are four over six. It was erected following the Civil War in 1870 and is a prominent historic structure and site in the County.

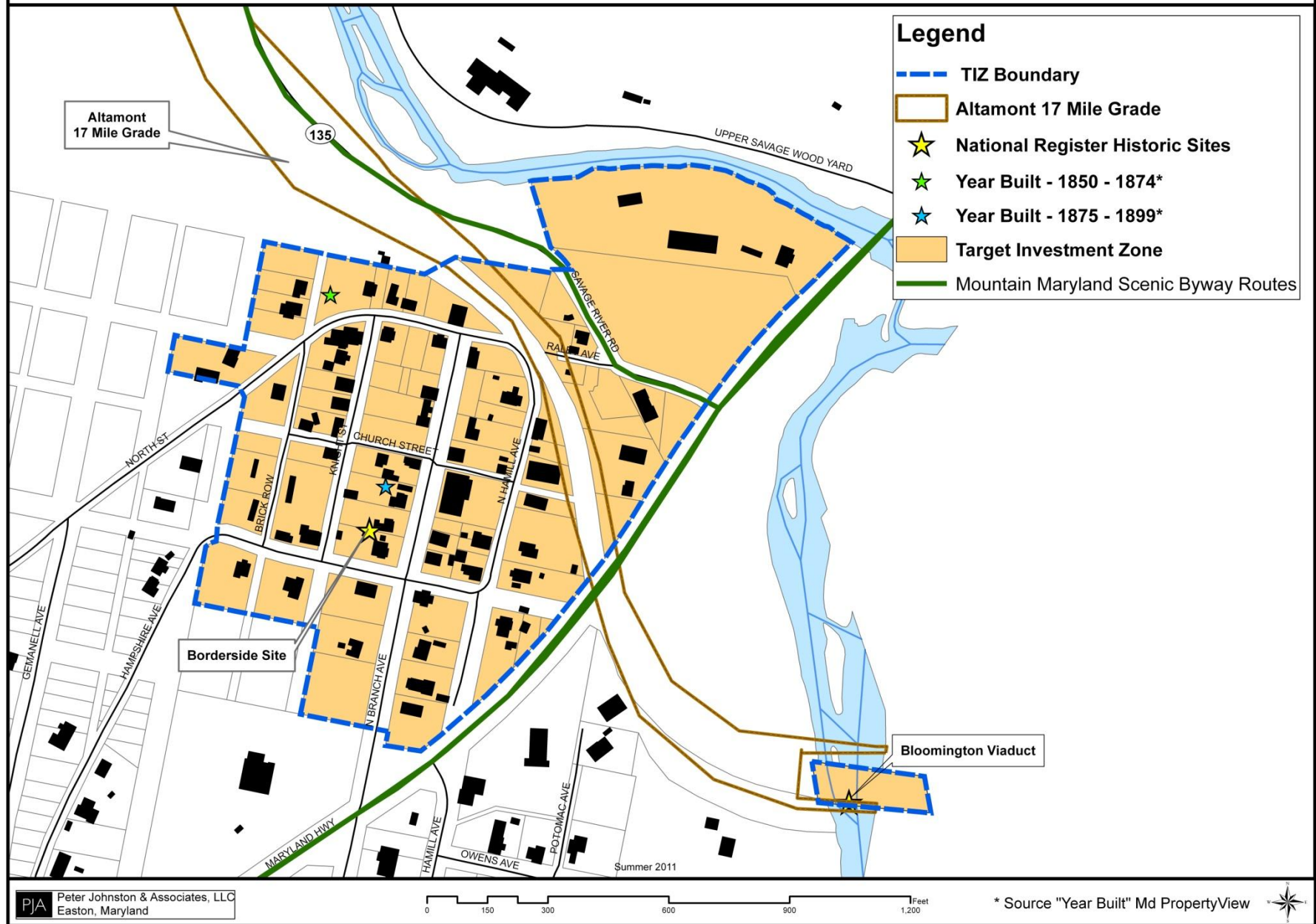


Borderside is an architecturally significant historic structure, located in the rural village of Bloomington. It was constructed in the late 19th Century.

SOURCE: Maryland Historical Trust

Bloomington Baltimore and Ohio Railroad Viaduct - Deer Park, Maryland (Early 20th Century): National Register of Historic Places NRHP 412/G-I-E-011: The Bloomington Baltimore and Ohio Railroad (B&O) Viaduct was constructed in 1851. It is located in the Bloomington area, a rural village located in Garrett County on the border with neighboring Allegany County. The structure is a sandstone bridge with three full center arches. Each arch has a 56 foot span and 28 foot rise. Originally, the bridge carried a double track of the railroad across the Potomac River to West Virginia. It was widened and reinforced in 1916.

Map # 10: Bloomington Target Investment Zone (Rural Village)



6.4: TARGET INVESTMENT ZONES – PROJECT LIST

Potential projects in Target Investment Zones (TIZ’s) fall into two broad types for coordination by the Chamber of Commerce:

- 1) Programmatic projects that advance the Heritage Plan and its goals and objectives (non-capital); and
- 2) Projects that require further planning, feasibility analysis, design, and/or engineering prior to construction phase (non-capital/capital).

Table 6-1 provides a listing of potential projects in the Garrett County Heritage Area’s TIZ’s. These projects were previously identified as part of a *Community Legacy* program initiated by the Garrett County Community Action Committee (GCCAC), the County, and local municipal governments. On an annual basis, the Garrett County Chamber of Commerce, as the Heritage Area Management Entity, will refine this list and select projects based on approved criteria developed with MHAA. Working in consultation with partners in each TIZ area, the Chamber of Commerce will prepare a priority heritage projects list when the Heritage Area is officially “Certified” by the State. Table 6-1 indicates where the Chamber could serve in a primary or support role and also indicated if the project is located in a TIZ.

TABLE 6-1: POTENTIAL PROJECTS FOR TARGET INVESTMENT ZONES – GARRETT COUNTY HERITAGE AREA					
ID	ACTIVITY	TYPE	PRIMARY	SUPPORT	TIZ
ACCIDENT PROJECTS (ACC)					
ACC-01	Streetscape improvements/gateway	Non-Capital/Capital		X	X
ACC-02	Interpretive programming - Drane House	Non-Capital	X	X	X
ACC-03	Agri-tourism development	Non-Capital		X	
ACC-04	Accident Farmers Market	Non-Capital		X	X
ACC-05	Historic District feasibility study	Non-Capital	X		X
ACC-06	Design guidelines (Historic District)	Non-Capital	X	X	X
ACC-07	Infill guidelines (Historic District))	Non-Capital	X	X	X
ACC-08	Façade grants	Non-Capital	X	X	X
ACC-09	Bike trail	Non-Capital/Capital		X	
DEER PARK PROJECTS (DPK)					
DPK-001	Town square site improvements	Non-Capital/Capital		X	X
DPK-002	Streetscape Improvements, gateway	Non-Capital/Capital		X	X
DPK-003	Flying Scot promotion	Non-Capital	X		X
DPK-004	Deer Park Water festival	Non-Capital	X		X
DPK-005	Deer Park Inn interpretative exhibit	Non-Capital /Capital	X		X
FRIENDSVILLE PROJECTS (FRI)					
FRI-001	Parking facilities for rafters/kayakers	Non-Capital/Capital		X	X
FRI-002	River Access	Non-Capital/Capital		X	X
FRI-003	Trailhead at Morris Street	Non-Capital/Capital		X	X
FRI-004	Kendall Trail improvements	Non-Capital/Capital		X	X

FRI-005	Promote Garrett County Trails	Non-Capital	X	X	
FRI-006	Expand Friendsville Days	Non-Capital	X	X	X
FRI-007	Record oral histories and walking tours	Non-Capital		X	
FRI-008	Restoration of historic Mill	Non-Capital/Capital	X	X	X
FRI-009	Information kiosk	Non-Capital/Capital	X		X
FRI-010	Events calendar	Non-Capital	X		
FRI-011	Town brochure	Non-Capital	X		
FRI-012	Web site development	Non-Capital	X		
FRI-013	Tourism showcase	Non-Capital	X		
FRI-014	Package attractions/coordinated marketing	Non-Capital	X		
FRI-015	Exposure - tourism marketing materials	Non-Capital	X		
FRI-016	Hospitality training	Non-Capital		X	
FRI-017	Survey and National Register nomination	Non-Capital	X		X
FRI-018	Design guidelines (Historic District)	Non-Capital	X	X	X
FRI-019	Infill guidelines (Historic District))	Non-Capital	X	X	X
FRI-020	Façade grants	Non-Capital	X	X	X
FRI-021	Gateway improvements	Non-Capital/Capital		X	X
FRI-022	Streetscape improvements	Non-Capital/Capital		X	X
GRANSVILLE PROJECTS (GRA)					
GRA-001	Survey and National Register nomination	Non-Capital	X		X
GRA-002	Design guidelines (Historic District)	Non-Capital	X	X	X
GRA-003	Infill guidelines (Historic District))	Non-Capital	X	X	X
GRA-004	Façade grants	Non-Capital	X	X	X
GRA-005	Gateway improvements	Non-Capital/Capital		X	X
GRA-005	New residential density guidelines	Non-Capital		X	X
GRA-006	Streetscape improvements	Non-Capital/Capital		X	X
GRA-007	Wayfinding program/signage	Non-Capital/Capital	X		X
GRA-008	Sign ordinance	Non-Capital		X	X
GRA-009	Stanton's Mill visitor information/gateway	Non-Capital/Capital	X	X	X
GRA-010	Leo Beachy Museum	Non-Capital/Capital	X	X	X
GRA-011	Fuller Baker/Casselman Inn interpretation	Non-Capital/Capital	X	X	X
GRA-012	National Pike festival	Non-Capital	X	X	X
GRA-013	Amish Country Driving/Biking Tour	Non-Capital/Capital		X	
GRA-014	Sanctioned cycling race	Non-Capital		X	
GRA-015	Hire events coordinator	Non-Capital	X	X	X
GRA-016	Develop marketing strategies	Non-Capital	X	X	X
KITZMILLER PROJECTS (KIT)					
KIT-001	Streetscape Improvements, gateway	Non-Capital/Capital		X	X
KIT-002	Corridor Management Plan	Non-Capital		X	X
KIT-003	General store/interpretative center	Non-Capital	X	X	X
KIT-004	Market Town's location along byway	Non-Capital	X	X	X
KIT-005	Technical assistance for museum	Non-Capital	X	X	X

KIT-006	Trailhead development/phase 1	Non-Capital/Capital		X	X
KIT-006	- phases 2 and 3	Non-Capital/Capital		X	X
KIT-007	Access to river	Non-Capital/Capital		X	X
LOCH LYNN HEIGHTS PROJECTS (LLH)					
LLH-001	Develop community center	Non-Capital/Capital		X	X
LLH-002	Create recreational complex	Non-Capital/Capital		X	X
LLH-003	Develop walking trails and trailheads	Non-Capital/Capital		X	X
LLH-004	Connect complex to community center	Non-Capital/Capital		X	X
LLH-005	Improve gateways	Non-Capital/Capital		X	X
LLH-006	Streetscape improvements	Non-Capital/Capital		X	X
LLH-007	Infill guidelines (Historic District)	Non-Capital	X	X	X
LLH-008	Façade grants	Non-Capital	X	X	X
MOUNTAIN LAKE PARK PROJECTS (MLP)					
MLP-001	Historic Landmarks Commission/CLG status	Non-Capital	X	X	X
MLP-002	Design guidelines (Historic District)	Non-Capital	X	X	X
MLP-003	Financial incentives (Historic Properties)	Non-Capital	X	X	X
MLP-004	Streetscape improvements/signage	Non-Capital/Capital		X	X
MLP-005	Improved pedestrian access	Non-Capital/Capital		X	X
MLP-006	Restore the Assembly Hall	Non-Capital/Capital	X	X	X
MLP-007	Promote heritage with events/attractions	Non-Capital	X	X	X
MLP-008	Corridor Management Plan	Non-Capital		X	
MLP-009	Mountain Lake feasibility study (recreation)	Non-Capital/Capital		X	
MLP-010	Trail system to connect amenities	Non-Capital/Capital		X	
OAKLAND PROJECTS (OAK)					
OAK-001	Streetscape improvements	Non-Capital/Capital		X	X
OAK-002	Water Street improvements	Non-Capital/Capital		X	X
OAK-003	Façade grants	Non-Capital	X	X	X
OAK-004	Target façade improvements	Non-Capital/Capital	X	X	X
OAK-005	Train station – Heritage Square	Non-Capital/Capital	X	X	X
OAK-006	Pritts Building	Non-Capital/Capital		X	X
OAK-007	Southern States Bldg	Non-Capital/Capital		X	X
OAK-008	Coal heritage museum	Non-Capital/Capital		X	X
OAK-009	Historic Landmarks Commission/CLG status	Non-Capital	X	X	X
OAK-010	Arts/Entertainment District	Non-Capital	X	X	X
OAK-011	Expand trail system	Non-Capital/Capital		X	
OAK-011	to Mt. Nebo	Non-Capital/Capital		X	
OAK-011	to Broadford Lake	Non-Capital/Capital		X	
OAK-011	along Rte. 219	Non-Capital/Capital		X	
OAK-011	to Herrington Manor	Non-Capital/Capital		X	
OAK-012	River access	Non-Capital/Capital		X	X
OAK-013	Destination playground	Non-Capital/Capital		X	X
OAK-014	Corridor Management Plan	Non-Capital		X	X

6.5: AMENDMENTS TO HERITAGE AREA BOUNDARIES

This section provides details on the process used for amending the CHA Boundary and TIZs. This amendment process will provide the Garrett County Chamber of Commerce with the flexibility needed to address issues and opportunities within the Heritage Area that may not have been addressed in this planning process.

GUIDELINES FOR AMENDING THE CERTIFIED HERITAGE AREA BOUNDARY

The Chamber of Commerce has its own operating rules and procedures, which may be different from its stakeholders and/or partners. Therefore, administration of the Garrett County Heritage Area will be overseen by a specific Heritage Area Sub-Committee under the Chamber of Commerce Board of Directors (see *Chapter 5: Heritage Area Management*). Management of the Heritage Program and Sub-Committee will be the responsibility of the Heritage Area Program Manager in coordination with other Chamber staff and officials.

Steps for Amending the CHA Boundary: The Chamber of Commerce may, from time to time, consider amendments to the Heritage Plan and the Heritage Boundaries described in the Plan. Proposed CHA amendments will be subject to the following:

1. Be reviewed first by the Heritage Area Program Manager and then evaluated by the Heritage Sub-Committee;
2. Be evaluated based on specific criteria to be developed by the Chamber of Commerce, in coordination with Heritage Area stakeholders, partners, and the MHAA;
3. Provide official recommendation(s), which will be presented to the Garrett County Chamber of Commerce Board of Directors by the Heritage Sub-Committee after consultation with Heritage Area stakeholders and partners as well as the Heritage Area Program Manager;
4. Require that the Chamber of Commerce hold at least one (1) public hearing in relation to the proposed amendment, at which time, interested parties, partners, and citizens will have an opportunity to comment and be heard before approving or disapproving any CHA boundary amendment;
5. Require that all public hearings be conducted in accordance with provisions established by the Chamber of Commerce and existing local and State laws;
6. Provide notice of the time and place of the public hearing, together with a summary of the proposed CHA boundary amendment, which will be published in at least one (1) newspaper of general circulation in Garrett County once each week for two consecutive weeks, with the first such publication of notice appearing at least 14 days prior to the public hearing;
7. Make a written “findings of fact,” following any decision on a proposed CHA boundary amendment, which shall include each specific case of boundary amendment, including but not limited to criteria for establishing a CHA boundary, Heritage Area Program Guidelines, MHAA models and assistance, and other reasons for said boundary amendment(s); and

8. Coordinate such changes with the State and local government partners to facilitate amendments to local plans (Comprehensive Plan, etc.).

The Chamber of Commerce Board of Directors shall consider the recommendations of the Heritage Subcommittee and the MHAA regarding a proposed CHA boundary amendment. When a proposed boundary amendment includes areas located within a sensitive environmental area, the Chamber of Commerce shall consider all appropriate Maryland laws, programs, and comments from State agencies. No amendments to the CHA boundary shall be approved by the Chamber of Commerce that has not been approved by Garrett County government.

Steps for Amending Target Investment Zones: The Chamber of Commerce may, from time to time, consider amendments to Target Investment Zones (TIZ's) within the Heritage Area. TIZs may be expanded or new ones added and approved by the Chamber of Commerce on a case-by-case basis. TIZs may be expanded or added to, if it is determined that the TIZ will meet the criteria established by the MHAA and any additional criteria developed by the Chamber of Commerce. Proposed TIZ boundary amendments will follow the same process as amending the CHA boundary.

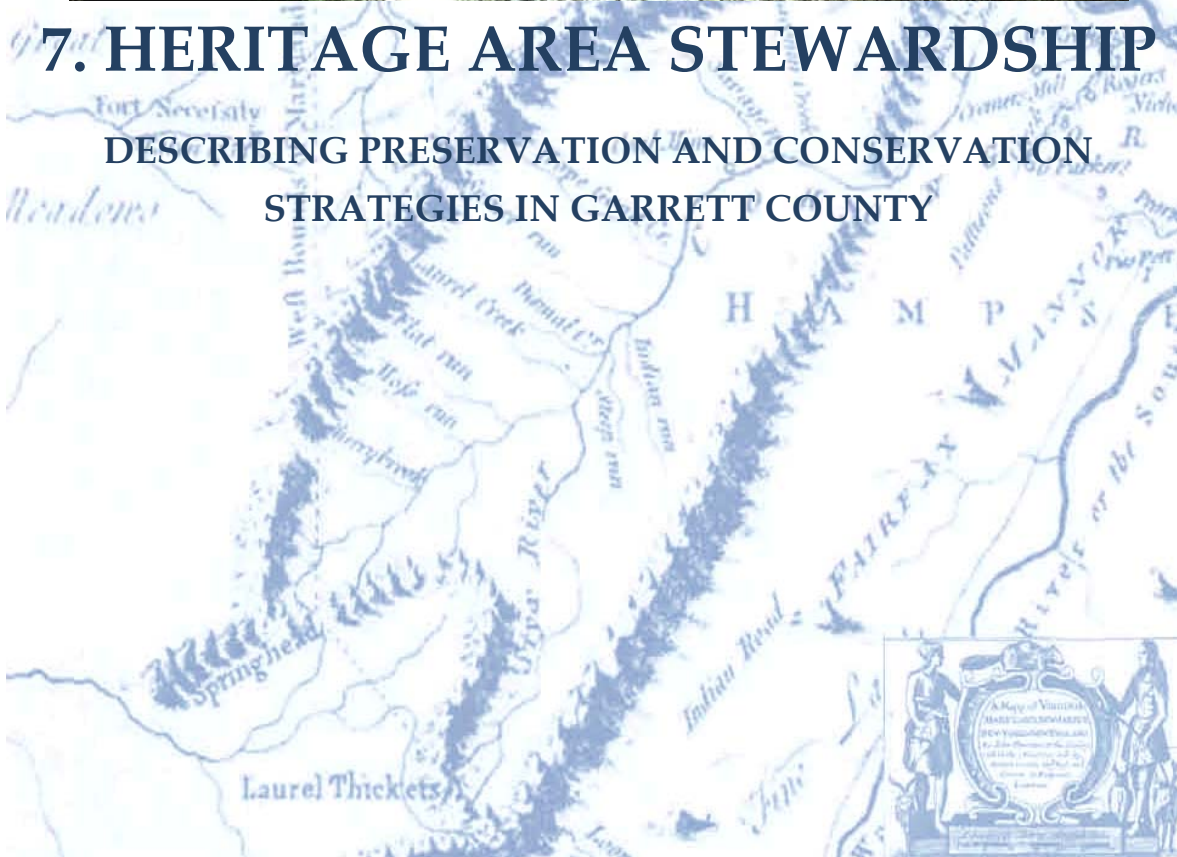
The Chamber of Commerce Board of Directors shall consider the recommendations of Heritage Subcommittee, Garrett County governments, and the MHAA regarding a proposed TIZ boundary amendment or additional TIZs in the Heritage Area. No TIZ amendments shall be approved by the Chamber of Commerce that has not been approved by Garrett County government.

GARRETT COUNTY HERITAGE AREA MANAGEMENT PLAN



7. HERITAGE AREA STEWARDSHIP

DESCRIBING PRESERVATION AND CONSERVATION
STRATEGIES IN GARRETT COUNTY



HERITAGE AREA STEWARDSHIP

The analysis of land use and growth management characteristics assists in capturing the role of “Stewardship” for the *Garrett County Heritage Area Management Plan* (Heritage Plan) (see *Chapter 3: Development and Land Use*). This is important for the responsible and sustainable management of Garrett County’s heritage resources. In particular, land stewardship is important to preserve the significant natural features and landscapes that provide definition for the Garrett County Heritage Area.



SOURCE: Peter Johnston & Associates

7.1: SUMMARY

The most prominent resources in Garrett County are its important natural landscapes, which provide the background for all other heritage resources and are a key economic component of the heritage tourism industry. Visitors to Garrett County come to experience the wild regions of Western Maryland and the County is one of the State’s premiere sites for eco-tourism. This unique natural and scenic landscape frames the County’s many historical sites, structures, and communities. In municipalities and rural villages, the historic structures themselves are important and form the fabric of these distinct communities. Preserving important man-made and natural resources is at the heart of stewardship efforts. This Chapter describes stewardship in Garrett County and provides recommendations to achieve the broader stewardship goals of this Heritage Plan

7.2: LAND PRESERVATION AND CONSERVATION

As one of the State’s premiere sites for eco-tourism, preserving Garrett’s unique landscapes are important. Natural resources and scenic viewsheds are a primary draw to the Heritage Area. Many of the tourists that visit the County, as well as its local residents, cherish these resources, highlighting the need for protection so that they can be enjoyed by future generations.

PROTECTED LANDS

Protected lands in Garrett County include public, semi-public, and private land holdings that have been preserved for future use or enjoyment. These lands are protected from development (see *Chapter 2: Heritage Resources*).

For the purposes of the Heritage Plan, protected lands consist of two categories and include the following:

Category 1 - Protected Lands: These are lands currently preserved in Garrett County and include:

- Agricultural lands preserved through local or State government programs such as the Maryland Agricultural Land Preservation Foundation (MALPF) and County land preservation programs;
- Lands owned and administered by the State of Maryland and/or the Federal government (Natural Resources Management Areas/State Parks, etc.); and
- Lands preserved through the Maryland Environmental Trust (MET) and/or private conservation organizations such as the Alleghany Highlands Conservancy, a private Land Trust.

Category 2 - Potential Protected Lands: These are lands or land areas cited for future preservation, when and if funding is available, including:

- Special land designated for heightened preservation efforts as lands located in environmentally sensitive areas such as the State's Rural Legacy Program (Garrett County Rural Legacy Boundary);
- Land along the Youghiogheny Scenic and Wild River Corridor area; and
- Green infrastructure gaps identified by the Maryland Department of Natural Resources as those lands, which are critical for ecological functions.

Agricultural Preservation (Category 1): From an historical and cultural perspective, farming is an important part of the County's legacy. Farmland is presently being preserved through State and County preservation and conservation programs. Agricultural Preservation/Conservation Programs within Garrett County are administered by the County's Department of Planning and Land Development.

Maryland Agricultural Land Preservation Foundation (MALPF): MALPF is the State's most effective program for preserving agricultural land. MALPF has been the most successful agricultural preservation initiative to achieve Garrett County's land preservation and conservation goals. The County has participated in the MALPF Program for over 20 years.

Agricultural land preservation districts provide a reserve, where the land cannot be developed in a non-agricultural use. Once within an agricultural land preservation district, landowners may remain permanently in the program through an easement process. Land held in agricultural land preservation districts cannot be developed for non-agricultural uses but landowners are able to sell development rights to the State in return for placing a conservation easement on the land. The County's farm tax

credit encourages participation in MALPF program. Farmers can receive a significant credit for being in the program. Currently, there are 5,892 acres in MALPF easements and 3,970 acres in MALPF Districts.

Agricultural Preservation Areas: The County’s specific goal for agricultural land conservation is to protect 20,000 acres by 2020. Farmland is presently being preserved through State and County government preservation programs. According to the Garrett County Department of Planning and Land Development, approximately 426 acres of land are preserved under Garrett County’s local Agricultural Preservation Program.

Conservation Reserve Program and Conservation Reserve Enhancement Program (CRP & CREP): The *Conservation Reserve Program* (CRP) is administered by the United States Department of Agriculture (USDA). CRP is a voluntary program that offers farmers and ranchers financial incentives to encourage conservation practices.

Under CRP, farmers are compensated for planting buffers in environmentally sensitive areas to improve water quality, provide food and habitat for wildlife, and reduce erosion. Conservation practices within the CRP program include the following: filter strips; riparian buffers; grass waterways; shelterbeds; field windbreaks, living snow fences; salt tolerant vegetation; shallow water areas for wildlife; and wellhead protection. In 1997, CRP implemented the “Conservation Reserve Enhancement Program” (CREP). CREP is a partnership between the Federal government and State government to address nationally significant environmental problems by targeting specific geographic areas, such as water quality. The *Maryland Conservation Reserve Enhancement Program* is voluntary and pays farmers to plant and maintain streamside buffers, create wetlands, and provide wildlife habitat.

Important Natural Areas (Category 1): Natural areas are those public protected lands owned by the local, state, and federal government(s). This includes large land areas in the County for managing wildlife, forested resources, and water resources. Public lands also provide sites for resource utilization industries such as timber and logging as well as parks and recreation areas for residents and tourists. Approximately 81,609 acres of natural resource lands in Garrett County are publically owned. This represents approximately 20% of the County’s total acreage of 420,950 acres (see *Chapter 2: Heritage Resources*).



Garrett County's mountains, forested areas, lakes, and scenic wild rivers are a critical component of the region's heritage resources and are major attractions for eco-tourism.

Semi-Public & Private Preservation Areas (Category 1): Private and semi-public conservation organizations in Garrett County include the Allegheny Highlands Conservancy and the Maryland Environmental Trust. Both entities have assisted in the preservation of specific lands and the County. In addition, these organizations can assist stewardship efforts and represent important partners for the Chamber of Commerce, as the Heritage Area Management Entity.

Allegheny Highlands Conservancy: The Allegheny Highlands Conservancy (AHC) is a private land conservation organization. AHC has preserved approximately 1,085 acres in Garrett County. AHC's purpose is to:

- Protect and conserve land, water, and natural resources of the Allegheny Highlands region;
- Promote the preservation, protection, and stewardship of forest, scenic, natural, wildlife, recreational, and agricultural land and water resources;
- Partner with the community to conserve working rural farms and forests;
- Serve as a conservation resource for landowners and land managers;
- Provide a forum for community understanding and support of land and water conservation issues.

The AHC is a non-profit land trust working with local landowners in Garrett County to conserve land resources. The process includes the acceptance of land donations as easements, which remove development potential but still provide some flexibility to the land owner. Easements are a legal agreement between a specific property owner(s) and an entity(s) charged with protecting natural and scenic land resources. These agreements become part of the land deed and often stipulate protection in perpetuity that provide for requisite tax benefits for the land owner.

As stated by AHC, "landowners have the freedom to stipulate their own particular vision for their land such as: 1) allowing for farming or timber harvesting; 2) designating sites for a home or building (to be built in the future); and 3) placing just a part of the land into easement rather than all of the land."¹ The AHC stresses a cooperative approach in the community. This includes working with state and local government entities and the public as well as farming, logging, and timber harvesting industries. The AHC performs much work in cooperation with the Maryland Environmental Trust.

Maryland Environmental Trust: The Maryland Environmental Trust is a semi-public land conservation organization created by an Act of the Maryland State Legislature in 1967. MET's goal is to preserve open natural resource lands (farming, forest, etc.). The primary tool for such preservation is an MET easement, whereas a landowner enters a voluntary arrangement with MET to protect said land and ensure conservation. MET also provides a "Local Land Trust Assistance Program" for groups such as the Allegheny Highlands Conservancy. This includes grants for environmental education projects. MET has preserved approximately 1,445 acres in Garrett County.

¹ Allegheny Highlands Conservancy

Rural Legacy Program (Categories 1 and 2): Since the program’s inception in 1997/1998, the purpose of the Rural Legacy Program has been to preserve large contiguous tracts of land that have valuable cultural and natural resources. Garrett County has had an active *Maryland Agricultural Security Corridor Rural Legacy Program* (ASCRLA). The County’s RLA is located in the Bear Creek Watershed, in the northern portion of the County. This area is approximately 31,437 acres with 1,122 total acres preserved to date (as of 2009). The purpose of RLA designation is to preserve some of the County’s most productive farmland. The Bear Creek RLA also provides protection to the Bear Creek drainage basin, Deep Creek Lake, and the Bear Creek Fish Hatchery. The program’s goal is to preserve 200,000 acres statewide by 2011.

Youghiogheny Wild and Scenic River Corridor (Categories 1 and 2): In 1976, a 21 mile long stretch of the Youghiogheny River between Miller’s Run and the southern corporate limits of the Town of Friendsville was designated as Maryland’s first “Wild and Scenic River.” It begins in the rolling farmlands of southern Garrett and runs northward. The River’s path continues into Pennsylvania, where it eventually merges with the Monongahela River.

Maryland Green Infrastructure (Category 2): Maryland’s “Green Infrastructure” is a mapped network of undeveloped lands that provide the bulk of the State’s ecosystem. They are natural support systems provided by forests, wetlands, and other natural areas working in unison. It is important to consider green infrastructure gaps, in particular, as key stewardship areas in Garrett County. Filling these gaps will make the connection between Green Infrastructure hubs and corridors. Currently some 10,555 acres are identified as Green Infrastructure gaps in the County.

7.3: STEWARDSHIP STRATEGIES

The Garrett County Chamber of Commerce, as the Heritage Area Management Entity, will be responsible for the implementation of the Heritage Plan. The following conclusions are designed to assist the Chamber in regards to stewardship and the effective implementation of the Heritage Plan. Stewardship strategies are organized into several categories. This includes *Land Preservation and Conservation* and *Land Use & Growth Management*, which are typically the purview of State and local government. Specific stewardship recommendations for the Chamber of Commerce are included below.

LAND PRESERVATION AND CONSERVATION

Prominent resources in Garrett County are its natural landscapes, which provide the backdrop for heritage resources. Significant features include high elevations, rugged linear mountains, sandstone ledges, boreal bogs, as well as extensive waterways and forested areas. Together these features create a unique terrain offering a wide array of resources that are both natural and scenic. These natural and scenic features’ positive contribution to the visitor experience are an important component of the Heritage Area. They also are a key economic component of the County’s heritage tourism industry. The preservation and conservation of land is an important tool for stewardship. There are many current

programs available to assist in the preservation, protection, and enhancement of resources. Programs include the following, which are linked directly to land preservation and conservation:

- Federal and Maryland Department of Natural Resources (DNR) Forests and Parks programs;
- Federal and State Wildlife Management Areas;
- DNR - Program Open Space;
- DNR - Greenprint Program and State Greenways (these programs do not provide specific financial assistance but assist in identifying lands for preservation/conservation);
- Maryland's Coastal Bays and Waterways Program;
- Maryland Agricultural Land Preservation Foundation;
- Maryland Rural Legacy Program;
- Maryland Fisheries and Wildlife Programs;
- Maryland Main Street Program;
- Maryland Scenic Byways Program;
- Maryland Office of Tourism;
- Community Legacy Program;
- Local ordinances for forest conservation, open space, and sensitive environmental areas; and
- Private conservation organizations that purchase easements such as the Maryland Environmental Trust (MET), other local land trusts, and preservation/conservation groups.

Land Preservation and Parks and Recreation Plan: Many of Garrett County's short and long range strategies in regards to land preservation and conservation are contained in the *Garrett County Land Preservation and Parks & Recreation Plan* (LPPRP), which will be updated in 2011 to 2012. This includes recommendations for continued land preservation and conservation in County areas. The Heritage Plan seeks to compliment the LPPRP and its recommendations for future land preservation. Therefore, the Chamber of Commerce should actively support State and local government land preservation and conservation efforts through partnerships in the Heritage Area.

LAND USE AND GROWTH MANAGEMENT

A pivotal component of any heritage area development strategy is preserving, protecting, and enhancing heritage resources both man-made and natural. Stewardship is the means by which these resources are protected as valuable commodities and investments in the Heritage Area. This can occur through partnerships, coordination, technical assistance, incentives, and planning and regulations.

Garrett County: Garrett County government, in coordination with State and federal entities, has done an excellent job in preserving the County's most important natural and scenic resources. Garrett County should continue to work with the State and federal government to preserve natural resource and agricultural lands through established programs. The recent 2008 *Garrett County Comprehensive Plan* provides further planning and regulation for Deep Creek Lake with the *Deep Creek Lake Influence Area Master Plan*. It also recommends the following:

- Development standards, specifically designed to protect rural resources from new residential development in rural and agricultural areas. This includes cluster standards intended to conserve contiguous forest and agricultural resources for the protection of scenic views and enhancing the quality and extent of open space. Resources include farm fields, forests, scenic views, environmentally sensitive areas, and cultural features such as historic sites.
- The protection of ridgelines as sensitive areas because they contribute to the economic, aesthetic, scenic, and overall quality and character of the County. The Comprehensive Plan states that the County should establish a framework for regulatory control of ridge top development through subdivision, sensitive areas, and possibly, zoning controls.

Recently adopted amendments to the County's *Subdivision Regulations* have added protections for scenic and historic highways. These affect the subdivision of land along these scenic roads and require, to the greatest extent possible, the preservation of scenic views and rural character in regards to development sites. These regulations include adherence design guidelines.

Garrett County Towns: Stewardship is particularly important in areas with resource concentrations like municipalities. The four ways to protect historic sites and structures in Garrett County's communities are:

1. Individual or district listing on the National Register of Historic Places (NRHP);
2. Formation of a legally recognized and locally designated Historic District Overlay Zone in a zoning ordinance, structured as per Maryland laws (Article 66B);
3. A Maryland Certified Heritage Area (CHA) with a defined Target Investment Zones (TIZ's); and/or
4. Other mechanisms to lessen adverse impacts to historic sites and structures such as specific zoning provisions, design standards and guidelines, incentives, or legally binding agreements such as façade easements for structures or the purchase of land/property easements.

The purpose is to provide some level of protection for heritage resources and allow property owners to access the many benefits associated with preserving heritage resources. This primarily includes federal and state tax credits. However, it also may include low interest loans for businesses and direct assistance grants. Tools for heritage preservation can range from voluntary programs to mandatory regulation. Choosing the right set of tools is essential for success and will be different for each community. Choice also depends on what type of action may best suit an individual community. In cases where little to no regulation exists and property rights are strong, local communities may wish to rely on individual property owners to list their properties on the NRHP or develop an incentive based approach to heritage preservation and growth management. In areas that wish to provide maximum protection, creating a historic district overlay zone and historic district commission may be preferred.

The Towns of Oakland and Mountain Lake Park have National Register Historic Districts but have not adopted zoning provisions applicable to these areas as per §8.01 through 8.17, Article 66B, of the Annotated Code of Maryland, which provides laws for establishing a Historic District and Historic District Commission. In particular, the Mountain Lake Park Community Legacy Plan recommends that the Town

“establish an historic landmarks commission and seek Certified Local Government designation which would require, among other things, the establishment and maintenance of a qualified historic preservation commission to enforce local legislation for the designation and protection of historic properties and maintain a system for the survey and inventory of historic properties.”²

In the near term, considering the tone of recommendations from previous Community Legacy Plans and recently updated comprehensive plans, the most realistic expectation for additional stewardship measures by the municipalities and Garrett County is through guidelines and incentives (see *Chapter 3: Development & Land Use*). As stated in many of the Community Legacy Plans, guidelines should be user friendly and voluntary, appealing to the average property owner and tied to a financial incentive program. According to the Community Legacy Plans, when residents begin to understand the value of guidelines, implementation should be mandated through an amendment to municipal zoning ordinances.

7.4: HERITAGE MANAGEMENT AND STEWARDSHIP

A common element, in all of the recent plans in Garrett County, is the central theme of preserving historic, cultural, and natural resources. Therefore, stewardship strategies are two-fold in the Heritage Plan: 1) seeking to preserve and protect the natural landscapes that surround heritage resources; and 2) seeking to preserve and protect historic resources in areas with resource concentrations. The Garrett County Chamber of Commerce should actively engage with its partners involved in stewardship and assist their efforts, where appropriate.

RESOURCE PRESERVATION AND CONSERVATION IN GARRETT COUNTY



Nearly everyone involved in developing the Heritage Area can perform some role in the stewardship of heritage resources, including individuals and organizations. However, the larger aspect of preserving and conserving resources is the function of government (Federal, State, and local). Government seeks to balance the public interest in resource preservation and conservation with private interests in land development and resource utilization.

Historically, the leadership culture of Garrett County and its municipalities has minimized regulating how private property is used. The County is one of the few remaining jurisdictions in Maryland without county-wide zoning, and the Town of Oakland has not yet adopted subdivision regulations. Zoning codes in municipalities generally follow a standard Euclidian pattern limited to regulating permitted uses and height, area, and bulk standards. With the exception of Grantsville, which does not require stream

² Mountain Lake Park Community Legacy Plan

buffers, all ordinances regulate development in floodplains and on steep slopes, require minimum stream buffers and address development affecting the habitat of threatened or endangered species. In spite of this, State and local programs have preserved much of the County so an effective stewardship strategy is already in place.

PUBLIC AND PRIVATE PARTNERS

The more partners that the Chamber has the more successful the Heritage Area will be. Some of the most important reasons for partnerships are cost sharing, leveraging of funding from public and private sources, and other financial benefits. Benefits also can include joint planning for projects and marketing as well as access to technical staff and training. Some important observations include the following:

Coordinating with Government: The Chamber of Commerce, as the Heritage Area Management Entity, has a role to play and can be a critical partner in the local planning process. In order to have a successful heritage program, the Chamber must interface with local governments and build strong and lasting relationships. Government has the ability to tax, provide funding, access grants and low-interest loans, and guide development and revitalization through land use and zoning powers. These powers affect stewardship and the Chamber's ability to implement the Heritage Plan. The Chamber of Commerce should work closely with County Government to develop policies and regulations that promote the preservation and conservation of important resources.

Garrett County's historic sites and structures are the primary driving engine of the Heritage Area germane to economic development and tourism. Therefore preserving and protecting these resources is critical. At a minimum, the Heritage Program should provide information regarding the historic structure listing process with the Maryland Historical Trust (MHT) and, in some cases, directly assist property owners and developers with this process if such listing will achieve major goals and objectives of the Heritage Plan (e.g. preserve a critical resource, assist heritage tourism related businesses and organizations, etc.). Land trusts, Habitat for Humanity, and local developers seeking to rehabilitate historic buildings for resale can be important partners.

One of the best ways to capture the imagination of the public and get them excited about the Garrett County Heritage Area is a *Scenic Viewshed Evaluation*. This process is often used during a visioning session(s) with the public and key stakeholders. It is interactive and allows participants to identify "Places of the Heart." These are areas or regions where natural and man-made resources combine to form truly unique landscapes. This could be a historic downtown or a beautiful and picturesque farm on the outskirts of town. Participants photograph these special areas and then evaluate which ones are the most special for future preservation. This type of process can help guide land preservation actions.

Coordinating with Municipalities: The Chamber can play an important part by assisting municipalities in the development of appropriate design guidelines for rehabilitation, infill, and redevelopment. These local tools should be sensitive to historic architecture and resources. A useful source of information on how to establish an ordinance for infill and redevelopment is the Maryland Department of Planning

publication entitled *Models and Guidelines for Infill Development*, which can be obtained from the Maryland Department of Planning.³ Another way to interface with municipalities is to assist towns in developing specific historic preservation plans for their respective communities.

Economic sustainability is directly related to the preservation of historic structures. Often the best way to approach preservation is through flexible land use regulations and financial incentives. Two techniques that municipalities can consider are *Adaptive Reuse* and the *Arts and Entertainment District*.

- Adaptive reuse is a process that adapts buildings for new uses, while retaining their historic features. For example an old factory may become an apartment building. As a specific example in Garrett County, the property owners of the Corn Maze would like to rehabilitate their existing historic barn as a business. This business could offer refreshments to patrons and sell local goods. Typically, an adaptive reuse is approved through the special exception process, with recommendations from the Planning Commission and a Historic District Commission, if applicable. If the specific adaptive reuse provisions allow, applicants can propose uses not currently permitted subject to conditions that protect the historic character of the building and minimize adverse impacts to adjoining properties.
- An Arts and Entertainment (A&E) District has been defined by Americans for the Arts as a well-recognized, labeled, mixed-use area of a community in which a high concentration of arts and cultural facilities serve as the anchor attraction. Maryland enables municipalities to apply for state designations for the Arts and Entertainment Districts within their boundaries and offers tax incentives provided by law. The benefits offered to selected districts include property tax credits for renovation of certain buildings that create live-work space for artists and/or space for arts and entertainment enterprises, an income tax subtraction/modification for income derived from artistic work sold by qualifying residing artists, and exemption from the Admissions and Amusement tax.

The Chamber also should consider a “Stewardship Award” program for local governments to create further incentives. This may include an annual dinner event with awards such as a painting by a local artist for the award winner. It also may offer a chance for all partners to get together once a year and discuss the Heritage Program.

Natural Areas, Scenic Byways, and Trails: Natural areas are important places for recreation and are one of the chief tourist draws to Garrett County. These areas are largely managed by the Maryland Department of Natural Resources (DNR). The Chamber of Commerce should closely coordinate with DNR and ensure that DNR is represented on the Heritage Area Sub-Committee (see *Chapter 5: Heritage Area Management*). Stewardship will be a primary goal for DNR and the Chamber can assist with local preservation and conservation efforts.

The Mountain Maryland Scenic Byway and its various sub-themes provide the major linkage system for the entire Heritage Area (see *Chapter 2: Heritage Resources*). This includes resources, attractions, and

³ <http://www.mdp.state.md.us/OurProducts/publications.shtml#ModelsGuidelines>

services. Maryland's *Scenic Byways Program* is administered State Highway Administration Division (SHA). Scenic byways are transportation routes that best reflect the historic and cultural heritage of the region in which they are located. Land subdivision along these scenic roads are required, to the greatest extent possible, to preserve scenic views and the rural character. Development sites will adhere to design guidelines. The Chamber should closely coordinate its activities along the Byways with the Scenic Byway Administrator at SHA.

Residents and visitors use greenways and trails to traverse the scenic landscapes of Garrett and discover its rich natural treasures. Trails offer important pedestrian linkages in the Garrett County Heritage Area. They also are a major tourism draw for the County, providing significant economic returns. Currently, the majority of Garrett County trail systems are located in State Parks and Forests, where trailhead connections are provided for access. Some trailheads are located in Garrett County municipalities and near major tourism destinations such as WISP and Adventure Sports. The *Garrett Trail Master Plan* demonstrates the County's desire to link all parts of Garrett County through a contiguous network system of trails, greenways, and waterways. County trails are mostly located in State Parks and Forests and are maintained by different trail groups and volunteers. The purpose of the Trail Master Plan is to unite these groups in a coordinated and unified effort to fulfill the strategies set forth in the Plan.

Future trail success depends on developing new connections. Most importantly, this includes linkages to the Allegheny Highland Trail System in Pennsylvania and Maryland. The *Great Allegheny Passage* (GAP) is a 132-mile system of biking and hiking trails that connects Cumberland, Maryland to McKeesport, Pennsylvania, near Pittsburgh (see *Chapter 4: Economic & Tourism Overview*). The stewardship of existing trails also is important for the Garrett County Heritage Area. This includes both social and economic benefits. Trail success in Garrett County depends on large, connected, and diverse trail systems. Trail groups and other organizations, dedicated to trails and their stewardship, are necessary to manage and maintain the system. Volunteers also are necessary. These groups, such as Garrett Trails, make ideal partners for the Chamber of Commerce. The Chamber should work closely with local entities and State agencies involved in trail creation and stewardship to provide assistance, where appropriate.

KEY STEWARDSHIP STRATEGIES FOR HERITAGE AREA MANAGEMENT

There are many stewardship strategies that the Garrett County Chamber of Commerce should consider (see *Chapter 10: Implementation*). This includes:

1. Partnering, where appropriate, with public, semi-public, and private entities for stewardship in Garrett County when such partnerships seek to further the goals and objectives of the Heritage Plan.
2. Providing technical and other information to public, semi-public, and private entities interested in historic preservation to assist their efforts, in coordination with the Maryland Historic Trust (MHT) and Maryland Heritage Areas Authority (MHAA).
3. Supporting efforts of partners involved in the preservation of environmentally sensitive areas designated for heightened preservation, including the Youghiogheny Scenic and Wild River

Corridor, a 21-mile-long stretch of the Youghiogheny River between Miller’s Run and the southern corporate limits of the Town of Friendsville. The Youghiogheny River is an eco-tourism draw and has special historical and cultural importance. It is located within the CHA Boundary and is designated a State “Wild and Scenic River.”

4. Encouraging continued County participation in the State’s Rural Legacy Program. Since the program’s inception in 1997/1998, the purpose of the Rural Legacy Program has been to preserve large contiguous tracts of land that have valuable cultural and natural resources.
5. Supporting efforts of partners to “fill-in” key Green Infrastructure gaps. Maryland's most important natural lands make up its green infrastructure, and provide the bulk of the State's natural support system. Currently some 10,555 acres are identified by the Maryland Department of Natural Resources as Green Infrastructure gaps in the County’s portion of the green infrastructure. These lands are critical for ecological functions in Maryland.
6. Supporting rural and agricultural preservation and conservation initiatives by Garrett County and the farming community, as described in County plans including the Comprehensive Plan, Land Preservation and Parks and Recreation Plan, and the Economic Development Plan.
7. Supporting other partner initiatives to protect valuable scenic viewsheds and unique landscapes, important natural areas, scenic byways, and trails as described in this Heritage Plan and local government plans and policies.

Historic Sites and Structures: Historic sites and structures define the evolution of an area or region. They have economic value for their owners as well as the whole community in which they are located. Areas with preserved historic sites and structures often have higher assessed property values. Higher property values often mean more money for the local economy and can improve quality of life for residents. Historic downtowns can be a huge tourism draw, directly benefiting local businesses. Heritage expert Donovan Rypkema notes in his seminal work, *Virginia’s Economy and Historic Preservation: The Impact of Preservation on Jobs, Businesses, and the Community*, that property values associated with historic buildings significantly outperform non-historic properties, sometimes by a substantial margin.

Benefits of Historic Preservation: An effective Heritage Preservation and Tourism Program means coordinated action at all levels including grassroots citizen groups, regional heritage organizations, and state and federal agencies to fully realize a heritage area’s vast potential and maximize its benefits. This is accomplished through generating heritage-related businesses and revitalizing communities. It is one thing to have a historic structure that needs repair. It is another thing if a business starts up in that old structure and successfully restores and preserves it. The Cornish Inn in Oakland is a good example of heritage preservation and tourism at work in Garrett County. The Inn is a historic structure and successful restaurant. Some other benefits for heritage preservation include the following:

- The restoration or renovation of historic structures has direct and positive impacts for local economies.

- Fixing up old buildings provides employment for designers, planners, architects, surveyors and engineers, carpenters, construction workers, plumbers, electricians, etc.
- With a preserved historic core, “all ships can rise with the tide” stabilizing property values across the spectrum.

Consider Historic Districts: In Target Investment Zones (communities with zoning power), the Chamber should assist with local planning and regulatory development measures that reinforce Heritage Plan goals and objectives, where appropriate. Historic District Zoning is one example. Once heritage preservation policies are defined in a specific historic preservation plan for a community, regulatory tools can be developed to protect heritage resources. The primary legal basis for providing such protection is *Article 66B of the Annotated Code of Maryland*. In many cases, Historic District Zoning requires impact studies before historic structures can be significantly altered or torn down. This may include archeological assessment plans, environmental impact plans, demolition impact plans, etc.

An historic district is an overlay zone providing for mandatory regulations and oversight through a historic district commission. The historic district commission (HDC) is an oversight board appointed by locally elected representatives to administer this process. Historic district zoning provides the power to regulate land development and manage growth in specifically defined historic areas. This includes establishing legal provisions to review land use and development changes in historic districts. Any community seeking to establish a historic district:

- Develop a Historic Preservation Plan and Ordinance;
- Establish boundaries for the historic district overlay zone;
- Create design review guidelines and criteria that property owners must follow based on legally established criteria (Secretary of the Interior Standards/State standards and guidelines); and
- Establish an historic district commission to implement, administer, and enforce the plan and regulations.

In Maryland, HDC’s often have the power to:

- Maintain and update resource inventories;
- Develop historic preservation plans and ordinances through an established process;
- Amend planning and zoning boundaries through an established process;
- Map historic sites and structures and create detailed heritage resource inventories including photographic and textual archives;
- Advise appointed and elected officials (Planning Commissions, Board of Zoning Appeals, and Town Councils/Commissioners) regarding land development aspects affecting historic resources;
- Administer demolition review and demolition by neglect under historic district zoning; and
- Coordinate with other federal, state, and local entities on historic preservation issues and opportunities.



Consider Other Heritage Preservation Initiatives and Tools: Sometimes heritage resources can be clustered or spread throughout a community. Therefore, special and tailored initiatives may be needed. In regards to Garrett municipalities, design guidelines and incentive based approaches seem to be the most effective way to preserve resources. The purpose is to work closely with a property owner to preserve historic resources, while also allowing for development and other property changes, thus acknowledging property rights. Incentives can include

ways to adaptively reuse historic structures and outbuildings, expansion of uses for preservation, increased density for preservation, etc.

In some communities, a mixed approach is more suitable to mandatory regulation. Mixed programs are the middle path, whereby communities opt to create a local heritage program or develop basic heritage preservation tools that are less onerous than an historic district ordinance, overlay zone, and mandatory historic district commission. These types of approaches usually center on incentive based approaches for property owners but also can include some guidelines and regulations such as infill and redevelopment zoning provisions, impact studies, and design standards/guidelines, which are written into a local government's zoning ordinance. These types of approaches can be administered by a community's Planning Commission. The Chamber can assist by advising local bodies.

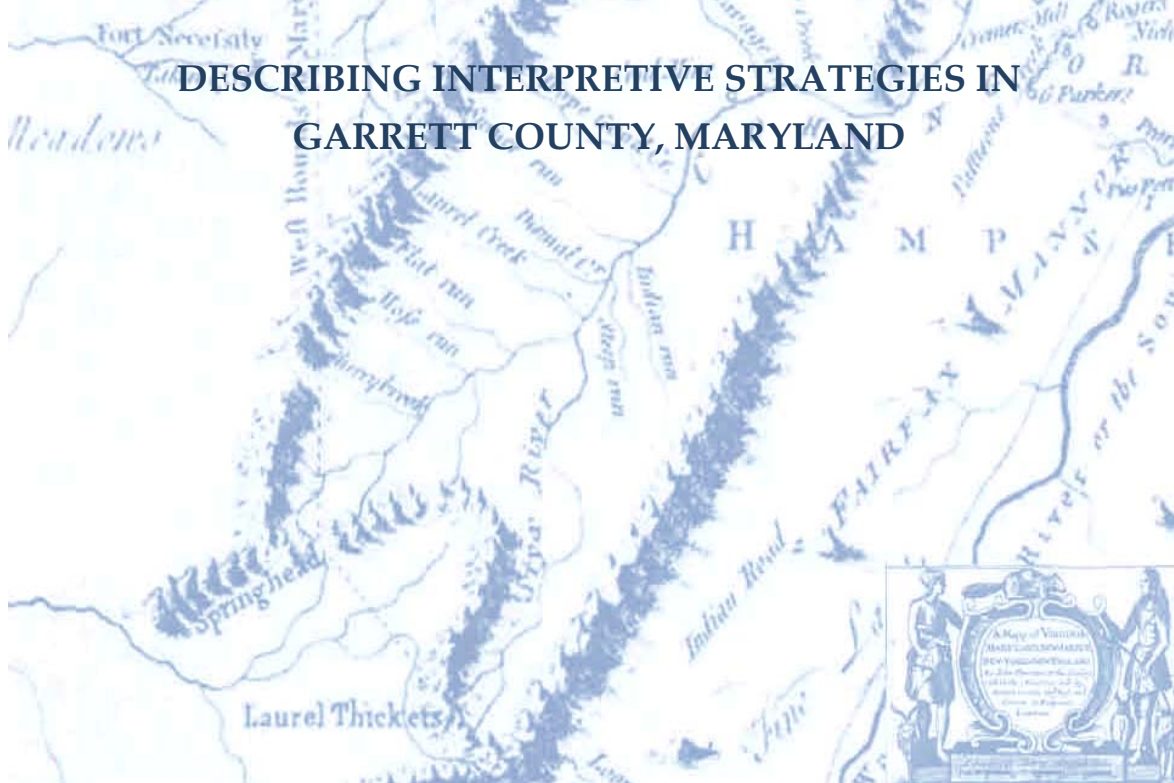
In combination with incentives, specific zoning controls often are used. These can include design guides or standards, infill and redevelopment guidelines; specific height, mass, and bulk requirements; or buffering requirements and retention of landscaping to protect site features. This is suggested in the Community Legacy Plans (see *Chapter 3: Development and Land Use*) for Garrett Towns.

GARRETT COUNTY HERITAGE AREA MANAGEMENT PLAN



8. HERITAGE AREA INTERPRETATION

DESCRIBING INTERPRETIVE STRATEGIES IN
GARRETT COUNTY, MARYLAND



HERITAGE AREA INTERPRETATION

The *Garrett County Heritage Area Management Plan* (Heritage Plan) provides a proposed *Interpretive Framework* for the Garrett County Heritage Area. It should be noted that the County's distinct community character and unique natural landscapes have made it a popular place to visit. The landscape, economy, and historical and cultural mix, resulting from over two centuries of people interacting with nature, have created a viable and lasting vacation destination. The evolution of human interaction on the land, from frontier times to present day, is a stimulating story and it is a part of the American experience.



SOURCE: Peter Johnston & Associates

8.1: SUMMARY

Linkages are critical for interpretation. They provide the primary and secondary connections to heritage resources as key interpretive attractions, facilities, and events. Linkages include Garrett's highways, roads, streets, which provide vehicular access to resources. Linkages also include greenways, trails, and bikeways, which are the pedestrian oriented routes within the Heritage Area. When both vehicular and pedestrian linkages are viewed as a whole, they form the spine of the Heritage Area, moving people and goods from one location to another. Most importantly, the *Mountain Maryland Scenic Byway* and its various themes is the core linkage route for the Garrett County Heritage Area connecting heritage resources, tourism support facilities and services, and natural areas.

Resources also are a key to effective interpretation. This includes historic and cultural sites and structures but more importantly resources that are open to the public for tourism such as the Garrett County Historical Society Museum in Oakland or Spruce Forest Artisan Village in Grantsville. Part of Heritage Program is ensuring that visitors have a quality experience in the Garrett County Heritage Area. This means truth in resource offerings and providing the necessary infrastructure and services in the Heritage Area to ensure a quality experience. People working in the tourism industry in Garrett should be familiar with the story of the region and how the resources are linked to that story. Hospitality and interpretive training/education are important aspects of creating cohesiveness.

8.2: INTERPRETIVE FRAMEWORK

Interpretation and education are critical aspects of heritage area management. In particular, interpretation is the unifying element for heritage area development, whereby education becomes the product of interpretation. The Heritage Plan provides the initial interpretive structure, which can be used to coordinate and market attractions as well as the “story” of a heritage area to the outside world. It is important to note that this interpretive structure is organic and may require refinements as the heritage program develops.

In terms of Interpretation, developing a way to tell the Heritage Area’s story along transportation routes is critical, not just for wayfinding, but also for education and entertainment. This highlights the importance of developing a detailed *Interpretive Plan* for the Heritage Area that can examine key areas of focus for wayfinding and story-telling. The Interpretive Framework provided in this Heritage Plan is only the beginning of this process, providing broad themes and sub-themes that can begin to hone the story. The Chamber of Commerce, as the Heritage Area Management Entity, must consider what infrastructure and products may be needed in the future to develop the framework to its fullest potential. The Heritage Area should base its program on prominent linkages and simple but appropriate themes that will help make the history of Garrett County come alive. The following information below provides a brief summary of the key themes and sub-themes in the Garrett County Heritage Area and how to construct a thematic structure for the Interpretive Framework.

BUILDING THE THEMATIC STRUCTURE FOR THE HERITAGE AREA

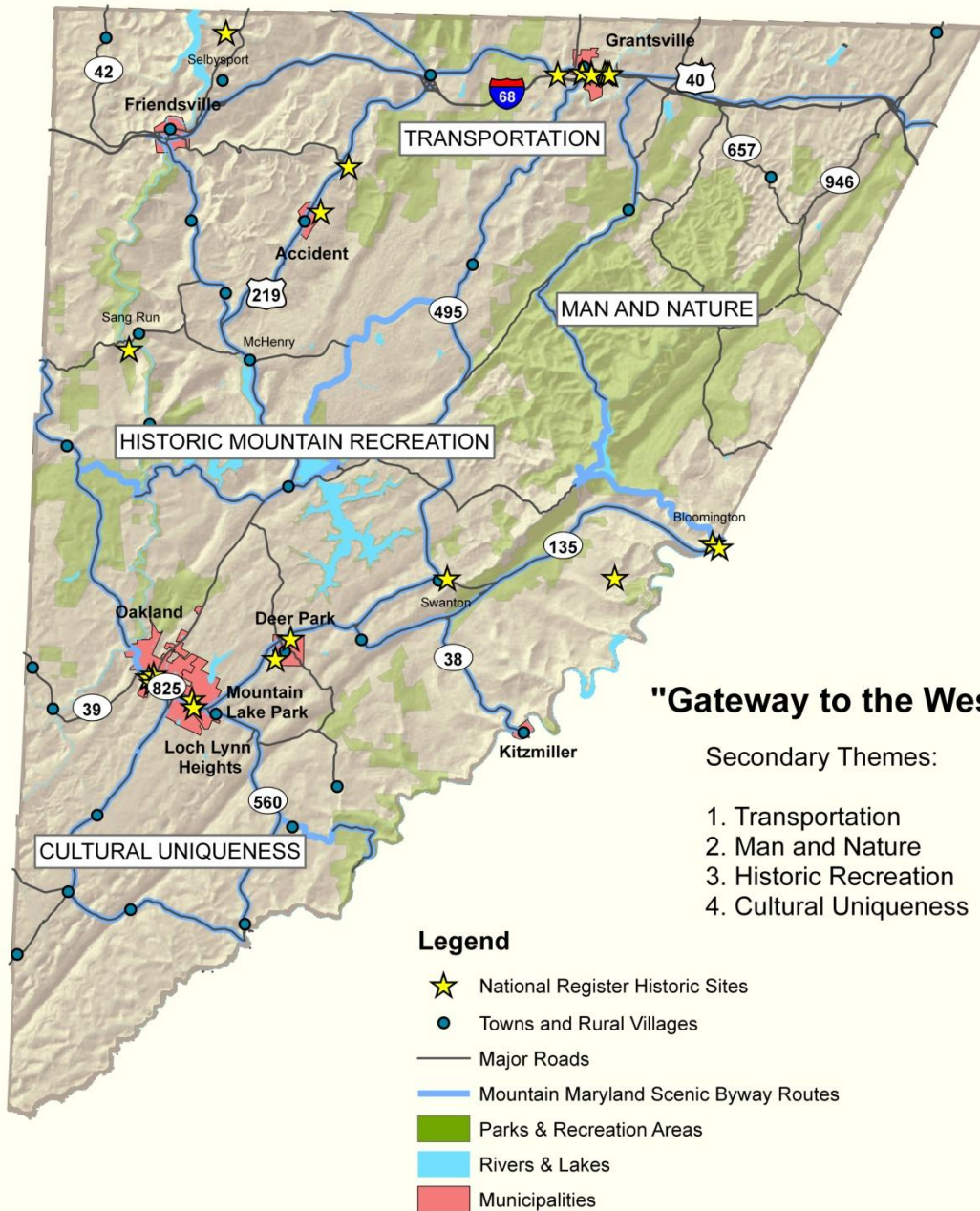
The interpretation of the Garrett County Heritage Area will be story driven. The historical and cultural development of the County is the unifying element for the thematic framework. The *Mountain Maryland Scenic Byway* and its various subthemes are the primary transportation routes between Heritage Area attractions and offerings. Maps 8-1 and 8-2 illustrate the primary themes and sub-themes in the Heritage Area.

Gateway to the West: The overarching theme is Garrett County’s relationship to the opening and development of America’s western frontier in the late 18th and early 19th centuries. In fact Garrett County is Maryland’s “Gateway to the West” and at one time in the past, it was one of the country’s gateways to the west. This is the primary heritage experience in Garrett County and this broad theme ties the whole Heritage Area together. Under this umbrella, several primary themes were provided by Garrett County’s original *Heritage Area Recognition Application* to the Maryland Heritage Areas Authority (MHAA), as developed by the Urban Research and Development Corporation (URDC). This includes the following:

1. Transportation: The Transportation Theme includes Garrett County's Indian Trails, the National Pike/National Road, and the Casselman Bridge. It also includes railroads and waterways, which all contributed to the cultural landscapes and settlement patterns of Maryland's western frontier.
2. Man and Nature: The Man and Nature Theme highlights the unique natural resources that Garrett County has acknowledged and respected. A strong agricultural heritage, it marks the Eastern Continental Divide, which Lewis and Clark braved, as well as the early settlements along the State's western frontier. They all testify to Garrett County's keen understanding of nature as a partner instead of an impediment.
3. Historic Recreation: The Historic Recreation Theme has resonance because Garrett County has a legacy as one of Maryland's most significant recreational areas, even before the 20th century. Garrett's natural beauty and resources inspired Native Americans, early settlers, and people from all walks of life including American presidents and the rich and powerful from nearby urban areas. Lavish resorts flourished throughout the County and today, Deep Creek Lake is the summer home of several celebrities and draws visitors from a wide region.
4. Cultural Uniqueness: The Cultural Uniqueness Theme considers the climate and terrain of Maryland's western frontier, which creates a type of isolation. This has appealed to many and varied cultural groups as a core influence. For example, the Amish and Mennonite communities found in the area searched for religious freedom. The Appalachian mountain cultures also developed unique foods, styles of music, and other cultural characteristics that deserve praise.

GARRETT COUNTY HERITAGE AREA MANAGEMENT PLAN

MAP 8 - 1: PRIMARY AND SECONDARY HERITAGE THEMES



"Gateway to the West"

Secondary Themes:

1. Transportation
2. Man and Nature
3. Historic Recreation
4. Cultural Uniqueness





SOURCE: Chamber of Commerce

Sub-Theme 1 - Braddock's Trail and Building the National Road:

Located in the northern part of Garrett County, I-68 and Maryland Alternate Route 40 provide access to the sites and structures along the historic National Road. This also was the area where General Edward Braddock marched the British Army during the French and Indian War. Important resource connections include Braddock campsites (archeological), the Town of Grantsville (National Road Inns), and the Casselman River Bridge and Spruce Forest Artisan Village including Penn Alps and the Stanton Mill Complex.

Sub-Theme 2 - Early Settlement by Western Pioneers: Early settlement occurred in the Grantsville, Friendsville, and Accident areas. This includes the Friend Family, which were among Garrett's first settlers. Important resources include the towns of Grantsville, Friendsville, and Accident including the James Drane House. The James Drane House is the oldest standing historic site and structure in the County (circa 1800). It is a period house museum portraying a pioneer dwelling during the early 19th Century.



SOURCE: Maryland Historical Trust



*SOURCE: Albert Feldstein,
Postcard History Series:
Garrett County.*

Sub-Theme 3 - Garrett County's Great Parks and Rivers: One of the primary attractions in Garrett County for tourists is its parks and recreation areas. Many of these parks also provide access to extensive trail and waterway systems on Garrett's streams and rivers. Outdoor recreation and eco-tourism are a big part of the heritage area experience in Garrett and many of these parks also have interesting histories dating back to the State's first park development programs. In particular, the Potomac River and the Savage River State Forest are important tourism draws for the County.

Sub-Theme 4 - The Youghiogheny Where East Meets West: The "Yough" is a wild and scenic river and therefore has special significance in Maryland. It marks the continental divide in Maryland, flowing into the Mississippi River watershed and the Gulf of Mexico rather than the Chesapeake Bay. This unique eco-system is full of environmental treasures. It also is an important river for a chief sport in Garrett, whitewater rafting. Towns, trails, parks, and other resources located along the Youghiogheny River represent interpretive resources for this important waterway. This is particularly true of the Town of Friendsville.

Sub-Theme 5 - Historic Mountain Recreation:

Garrett County's many mountains and scenic views are part of the attractiveness of the Heritage Area. Mountains and valleys also frame the heritage resources in Garrett. Examples include Keyser's Ridge, Meadow Mountain, Backbone Mountain, and Negro Mountain. Each has interesting histories. Mountain recreation also includes the many historic sites and structures located in towns like Mountain Lake Park, Loch Lynn Heights, and Deer Park. Places like Deer Park, the Eagle Nest, and Savage River Lodge are important partners for interpretation.



SOURCE: Historic photograph "Inside the B&O Passenger Car" J. G. Farrell Railroad Collection; Garrett County History-Homepage (<http://www.marylandfamilies.com/>).



SOURCE: Albert Feldstein, Postcard History Series: Garrett County.

Sub-Theme 6 - Scenic Natural Wonders: Scenic natural areas are those State parks and recreation areas in Garrett County that have unique "one-of-kind" natural resources like Swallow Falls near Oakland, the Cranesville Sub-Arctic Swamp, Muddy Creek Falls, and the Mount Nebo Wildlife Management Area. Such areas fit into the broader eco-tourism experience in the Heritage Area.

Sub-Theme 7 - Resource Industries: Historic sites and structures related to transportation and resource extraction industries include Oakland and Kitzmiller as well as many of the County's rural villages such as Bloomington and Crellin. Due to their association with industrial development, places like Oakland have a strong connection to railroading history and the Civil War. Kitzmiller has a strong connection to the Potomac River and the County's coal industry. Key resources include the Baltimore & Ohio Railroad Station and Museum in Oakland, downtown Oakland's historic structures, the Historical Society Museums, historic sites in Kitzmiller and historic Shallmar, a mining village near Kitzmiller.



SOURCE: Albert Feldstein, Postcard History Series: Garrett County.



SOURCE: Albert Feldstein, Postcard History Series: Garrett County.

Sub-Theme 8 - Deep Creek Lake: Deep Creek Lake is the most important tourism draw in Garrett County. Built in the early 20th Century as a hydro-electric generator, the Lake is located near the rural village of McHenry. Deep Creek Lake is likely the first stop for any new tourist to Garrett and many existing ones. The Garrett County Chamber of Commerce Visitor's Center is situated in McHenry near the Lake. Due to its location, the Visitor's Center can act as a central conduit for interpretation, resource networking, and funneling tourists to other heritage sites in the County.

Sub-Theme 9 - A Legacy of Agriculture: Garrett County's most important industry is agriculture. A rich farming history combines with many distinct cultures to create a farm-landscape unlike any other in Maryland. This includes rolling hills and breathtaking valleys in a patchwork of cultivated fields. These beautiful agricultural areas are located everywhere in Garrett County but the best place to see their beauty is off the main roads.



SOURCE: Peter Johnston & Associates

IMPORTANT INTERPRETIVE ELEMENTS WITHIN THE THEMATIC FRAMEWORK

Experiencing the Heritage Area: Every theme and sub-theme above provides details on specific historical, cultural, and natural subjects in the Heritage Area. Essentially every unique place in Garrett has a different and an authentic story to tell. This should be considered with Heritage Area partners when developing a detailed *Interpretive Plan*. For example, the Native American occupants of Garrett County led a nomadic existence tied directly to the land. Explorers and guides in the 18th century gained prominence by conquering the obstacles that the Allegheny Mountains presented for westward travel, expansion, and eventual settlement. This early exploration is related to Garrett County's modern trail network, which forms an important interpretive spine in the Heritage Area. In the 19th and 20th Centuries, Garrett County capitalized on the region's scenic environment and the recreational potential including the man-made Deep Creek Lake. Wise forest management has stimulated a renewed lumber industry and coal production, and transportation still has prominence. Any heritage program established for the Garrett County Heritage Area should convey the idea that living off the land has been a local legacy since the earliest known days.

Partnering with Interpretive Venues: Primary public venues for interpretation include visitor's centers, discovery centers, museums, historical societies, arts and entertainment centers, libraries, schools, colleges, universities, and trails. Coordinating interpretation can be difficult and will require that the Chamber of Commerce work closely with its heritage partners both public and private. The goal is to

present a coordinated and comprehensive picture of the County in the minds of visitors and residents. This deeper understanding of the story and the importance of heritage resources also will assist with general stewardship goals and objectives.

Promoting Interpretive Education: Interpretative education may include presenting lectures on local history or developing materials that can be used for the promotion of Garrett County and the heritage area. Interactive materials are desirable such as videos, television and radio shows, games, and maps as well as textual guides. A series of videos has been prepared as part of this heritage planning process. These videos describe the Heritage Plan, Garrett County's resources, and how these resources are important for the County's tourism economy. Hospitality training also is important for those involved in the tourism industry in Garrett. Tourists expect friendly and knowledgeable service. Garrett should always strive to leave a good impression of the County in the minds of visitors. The Community College is a great resource to assist with interpretive and hospitality training.

Highlighting Key Resources: As listed on the National Register of Historic Places (NRHP), Garrett County's prominent historic sites and structures include:

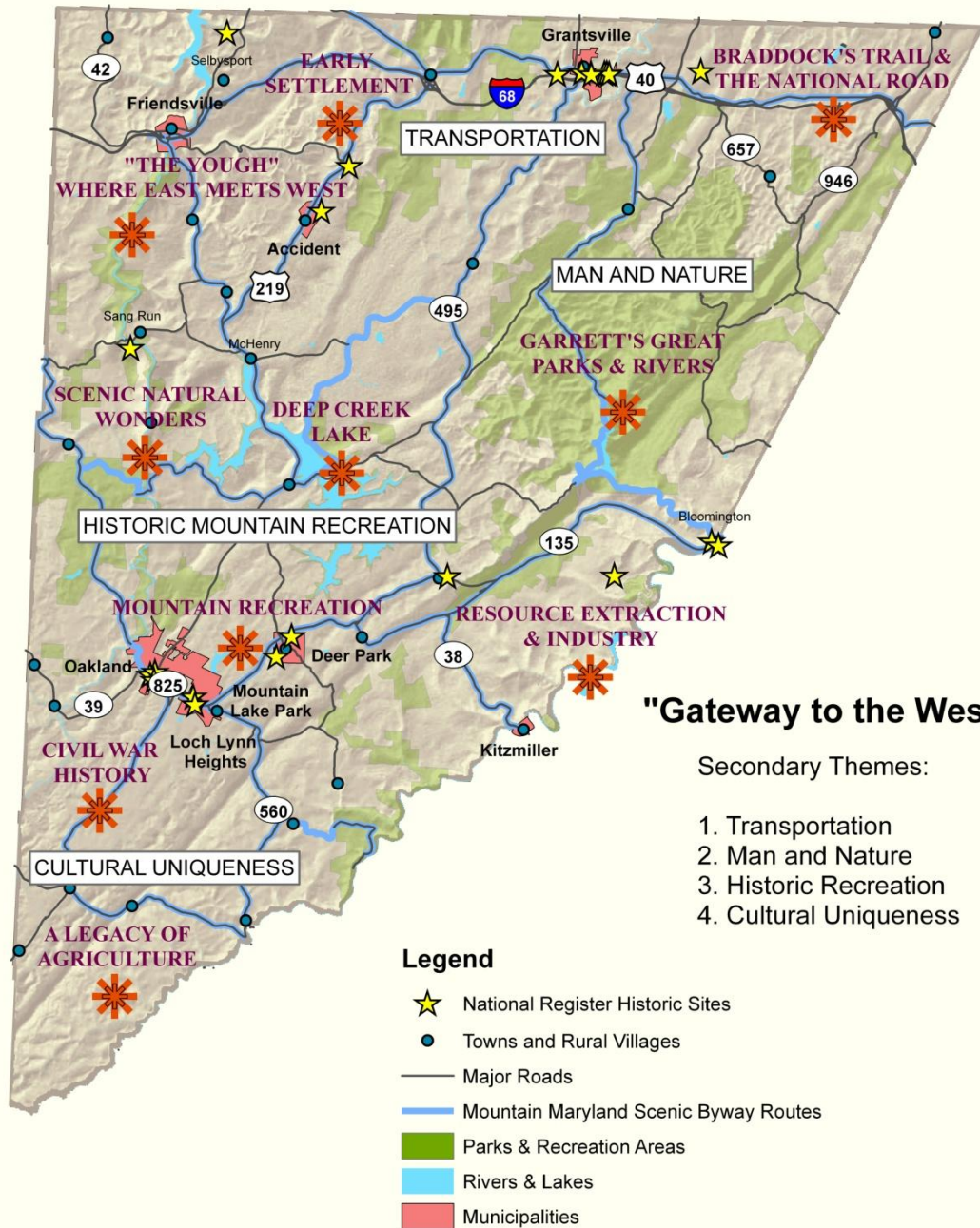
- The James Drane House (circa 1800) is the oldest listed standing structure in Garrett County.
- The Casselman River Bridge and Stone Arch is one of the most important historic resources in the County.
- The B&O Railroad station in Oakland, constructed in 1851 and later reconstructed in 1884, provided a transportation hub in the early growth stages of Garrett County's industrial growth.
- Pennington Cottage (Deer Park Inn), built in the late 1800's, is historically significant because it is associated with Garrett County's early resort and tourism industry.
- The Garrett County Courthouse, built in 1907, was the second courthouse constructed since the founding of Garrett County in 1872.
- The National Road Inns near Grantsville, built in the early to mid 1800's, include the Penn Alps Building and Stanton Mill Complex, the Casselman Hotel, and the National Hotel. Throughout history, these inns, taverns, and hotels served travelers moving from the east to the western frontier lands.

In addition to these important historical sites and structures, Garrett County's many State and Federal forests and parks and creation areas also are important. Linking these areas to TIZ's can provide opportunities to greatly enhance heritage tourism (see *Chapter 6: Heritage Area Boundaries*).

Linking to Regional Resources: Key interpretive resources in Garrett County should be linked to regional sites to create a more seamless system. This can include multi-Maryland county and multi-state efforts (coordinating with Pennsylvania and West Virginia). Several effective ways to link Garrett County resources to regional ones is to use the existing trail systems such as making a connection to the Great Allegheny Passage in Pennsylvania as well as heritage efforts in West Virginia such as the proposed Appalachian Forest National Heritage Area.

GARRETT COUNTY HERITAGE AREA MANAGEMENT PLAN

MAP 8 - 2: SIGNIFICANT HERITAGE SUB-THEMES



"Gateway to the West"

Secondary Themes:

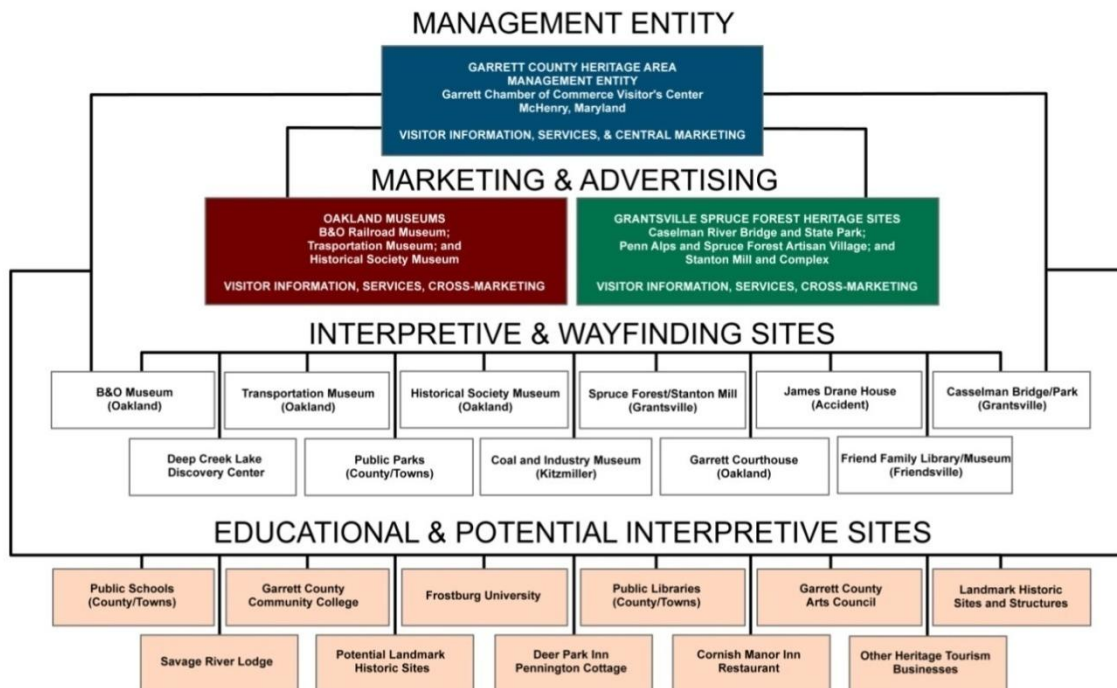
1. Transportation
2. Man and Nature
3. Historic Recreation
4. Cultural Uniqueness



KEY HERITAGE AREA FACILITIES AND SERVICES

Interpretive facilities assist in bringing the past to life. In the Garrett County Heritage Area, they are attractions and also offer tourism support services. Interpretive facilities offer valuable insight into the County’s historical and cultural development. “Telling the story” of the Heritage Area means using interpretive tools at these places such as artifacts, documentation, exhibits, videos, and oral histories for educational purposes. These all combine as resources for visitors and residents to learn about Garrett County and its history and culture, while also providing necessary services for tourists.

FIGURE 8-1: INTERPRETIVE FRAMEWORK FLOWCHART



As shown in Map 8-3 below, important heritage resources include public and semi-public interpretive venues, landmark historic sites and structures, and parks and recreation areas but also private businesses with an interpretive function. This includes WISP and Adventure Sports. The institutions and organizations that manage and operate interpretive venues represent primary partners for the planning and programming of the Heritage Area. Interpretive venues are the many key facilities in the Heritage Area that provide important interpretive and educational functions in portraying the County’s history and culture (as listed above). They are the partners and vehicles used to construct and maintain the interpretive framework for the Heritage Area. Primary venues and partners include visitor’s centers, discovery centers, museums, historical societies, arts and entertainment centers, libraries, schools, colleges, and universities. Physical infrastructure provides the linkages and wayfinding system for resources, attractions, and events (scenic byways, greenways, trails and trail heads, bikeways, other roads and highways, etc.).

Coordinating interpretation is difficult and will require dedicated work with both public and private partners in the Heritage Area. The goal is to present a coordinated and comprehensive picture of the County in the minds of visitors and residents. This deeper understanding of the story and the importance of heritage resources also will assist with general stewardship goals and objectives (see *Chapter 7: Heritage Area Stewardship*).



Interpretation means linking Garrett’s heritage resources, attractions, and events to assist visitors with wayfinding, while also telling a cohesive story with resources.

SOURCE: Peter Johnston & Associates

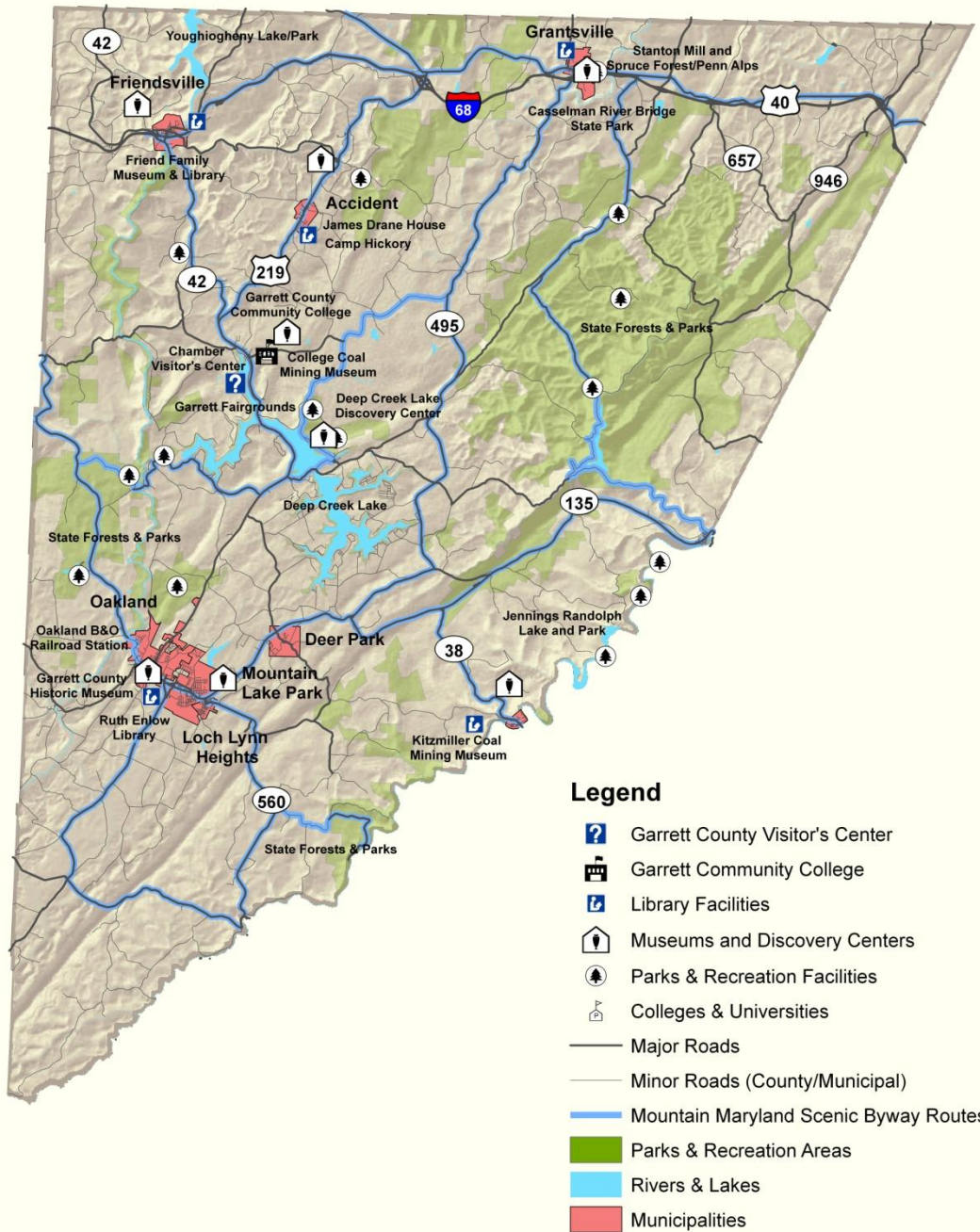
As shown in Table 8-1 below, key interpretive facilities are listed. Garrett County has a considerable interpretive resource inventory. This infrastructure has tangible value to both the County and its people. As an important function, interpretive facilities form a net work of public sites with services that can guide tourists (assist with wayfinding), provide for human needs (e.g. bathrooms, food, other refreshments etc.), and also provide meetings space for conferences, seminars, and special exhibits and presentations.

TABLE 8-1: INTERPRETIVE FACILITIES AND SERVICES			
EDUCATIONAL INSTITUTIONS	PUBLIC INFORMATION FACILITIES	MUSEUMS AND LIVING HISTORY MUSEUMS	SEPCIAL INTERPRETIVE CENTERS
Public Schools	Chamber of Commerce – Visitor’s Center	Garrett County Historical Society and Museums	Oakland B& O Railroad Station and Transportation Museum
Private Schools	Hickory Environmental Center	James Drane House – Living History Museum	Spruce Forest Artisan Village and Penn Alps Restaurant
Garrett Community College	Deep Creek Lake Discovery Center	Friend Family Association Heritage Museum and Genealogical Library	Stanton Mill Complex
Frostburg State University	Federal State Parks and Recreation Areas	Western Maryland Oral History and Coal Mining Museum	Casselman River Bridge and State Park – National Road (U.S. I-68)
Public Libraries	Public Libraries	Kitzmiller Coal Mining Museum	Garrett County Fairgrounds
Hickory Environmental Center	Schools, Colleges, Universities	Oakland B& O Railroad Station and Transportation Museum	Garrett Parks and Recreation Areas

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GARRETT COUNTY HERITAGE AREA MANAGEMENT PLAN

MAP 8 - 3: KEY HERITAGE TOURISM SUPPORT FACILITIES AND SERVICES



8.3: INTERPRETIVE WAYFINDING SYSTEM

Creating an interpretive wayfinding system means linking stories to physical sites and events. For example, trail development should have an interpretive component. This may be achieved through provision of displays or educational markers at important historic locations along the trails. These markers can even double as Global Positioning Systems (GPS), a wayfinding station for hikers and a location tool in case someone gets lost.

KEY INTERPRETIVE EVENTS AND FESTIVALS



In coordination with interpretive facilities, celebrations and events such as heritage festivals are critical for drawing tourists to the Garrett County Heritage Area. As shown in Table 8-2, such festivals can be found throughout the year in the County. Broad themes often are best expressed during events and festivals in the County, which can indicate unifying elements for the development of a detailed *Interpretive Plan*. One important question is whether or not Garrett County’s many events draw large enough crowds.

Heritage Events and Festivals: Map 8-4 below displays the locations of the many festivals and events that are hosted in Garrett County every year. With the combination of significant sites and structures, festivals and events, and the scenic settings where these are located, Garrett County has a considerable resource infrastructure with tangible value to both the County and its people. The Chamber, in coordination with partner organizations, should review events to determine if changes are needed. Bolstering events and festivals during the Spring and Winter months is recommended.

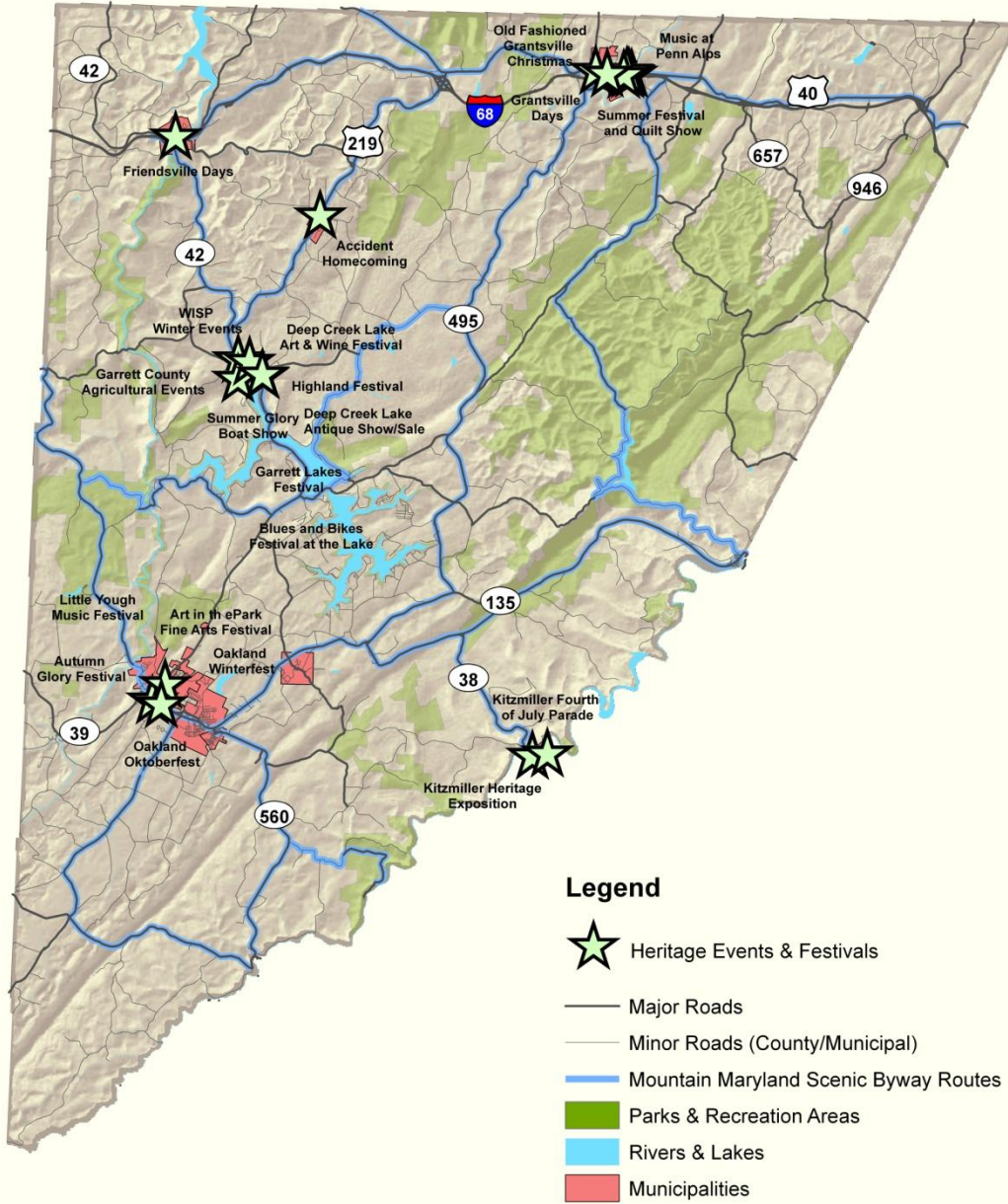
TABLE 8-2: INTERPRETIVE EVENTS AND FESTIVALS

SUMMER EVENTS	SPRING EVENTS	FALL EVENTS	WINTER EVENTS
Grantsville Days	Music at Penn Alps	Bikes and Blues Festival at the Lake	Christmas Events (Towns)
Summer Glory Boat Show	Garrett County Agricultural Events	Deep Creek Lake Art and Wine Festival	Oakland Winterfest
Summer Festival and Quilt Show	Garrett County Fishing Events (multiple locations)	Deep Creek Lake Antique Show and Sale	WISP Winter Events
Little Yough Music Festival		Autumn Glory Festival	
Homecoming and 4 th of July Parades in Towns		Oakland Oktoberfest Events	
Friendsville Days		Fine Arts Festival and Art in the Park	
Highland Festival		Kitzmiller Heritage Exposition	
Garrett County Agricultural Events		Garrett Lakes Art Festival	

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GARRETT COUNTY HERITAGE AREA MANAGEMENT PLAN

MAP 8 - 4: KEY HERITAGE INTERPRETIVE EVENTS AND FESTIVALS



INTERPRETIVE LINKAGES FOR WAYFINDING ON TRAILS

The key to interpretation is to be innovative and offer things that other areas do not to attract tourists and enhance tourism. This means providing great depth for the tourism experience. Trails, historic towns, and heritage trail/town tours are one way of providing depth, while also enhancing towns, businesses, and eco-tourism.

The *Garrett Trail Master Plan* demonstrates the County's desire to link all parts of Garrett County through a contiguous network system of trails, greenways, and waterways. County trails are mostly located in State Parks and Forests and are maintained by different trail groups and volunteers. The purpose of the Trail Master Plan is to unite these groups in a coordinated and unified effort. This effort also assists in fulfilling the strategies set forth in the Heritage Plan.

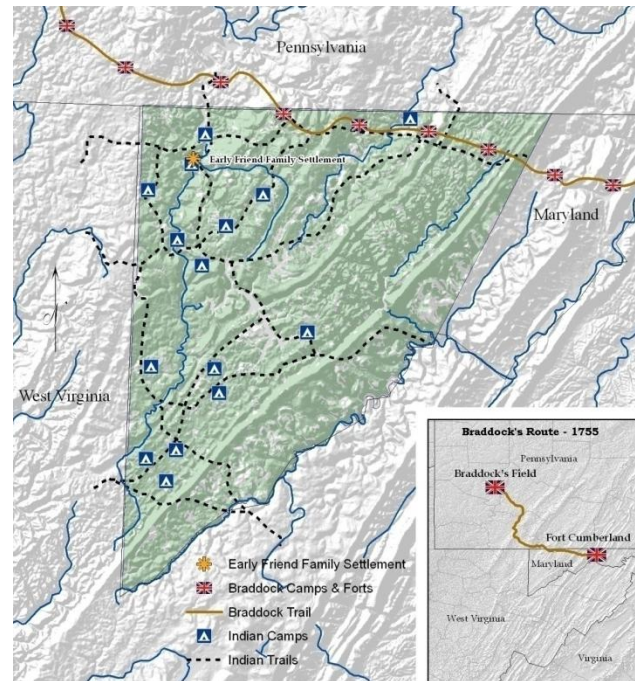
Proposed Trail Systems and Connections: It is important to note that future trail success depends on developing new trail connections. In addition, trail stewardship is a form of heritage preservation, whereby private landowners are important partners in terms of trail connection and land acquisition. In Garrett County the most important trail connection is linking to the Allegheny Highland Trail System in Pennsylvania. The *Great Allegheny Passage (GAP)* is a 132-mile system of biking and hiking trails that connects Cumberland, Maryland to McKeesport, Pennsylvania, near Pittsburgh. One major objective of the Heritage Plan is to expand the GAP and link Garrett's resources to an existing and economically beneficial trail system. This means a greater number of trail users and a greater variety of trails and destinations.

Partner with Trail Organizations: Partnering with Garrett Trails and other trail affiliated entities to develop connections to the Great Allegheny Passage is important for improving heritage offerings in the County. This includes heritage interpretation with trail development as part of a Master Plan concept. For example, interpretive displays along the trail system are great wayfinding guides with educational and entertainment value. In addition, linking towns to trails as heritage destinations should be an important part of the Heritage Area's strategy to enhance stewardship, revitalization, and interpretation, while also providing a broader range of attractions, facilities, and services for tourists.

The Chamber of Commerce, as the Heritage Area Management Entity, should seek to assist with trail interpretation and development. This type of wayfinding system may include consistent signage and interpretive displays, which effectively communicates with each type of user to portray the County's history on particular trail segments. This includes interpretive displays along the trail system in specific locations and assisting Garrett communities to develop tourism programs that link towns to trails as heritage destinations (improving trail head connections in Towns).

Wayfinding and Heritage Preservation: Many of Garrett's trail systems are partially based on pathways forged by Native American Indians and European trail blazers in the 17th, 18th, and 19th centuries. Trails in Garrett County have a strong historic and cultural component, which could be linked to existing and new trail systems. This type of wayfinding includes consistent signage and interpretive displays, which effectively communicate with each type of user and portray the County's history on particular trail segments.

Historic interpretation is an important part of the trail system and its signage program. It also is an important objective of the Heritage Plan in terms of stewardship and increasing heritage tourism attractions. While the Countywide trail system will be a major focus for the overall heritage tourism effort in Garrett, each community (town or rural village) contributes significantly to its success. Destination areas are a key component of greenways and trails because they enhance the visitor experience.



This graphic shows important trails and historic transportation routes in Garrett County's history such as Braddock's Road and the National Road. These are important linkages and resources for preservation because they tell an important part of the County's story.

SOURCE: Peter Johnston & Associates

Link Trails to Historic Towns: Linking trails to towns is essential for success in the Heritage Area because it creates specialty tours that combine heritage tourism with eco-tourism. Tours enhance the visitor experience and offer a broader range of attractions, facilities, and services. This is particularly true of trailhead development in municipalities. Towns are the ideal location for new trailheads because they provide needed tourist facilities and services (both public and private). This is the concept behind *Trail Towns and Tours* in the heritage tourism world. Essentially, service infrastructure monies are best spent in areas with existing infrastructure. Teaming up with private business also is important because businesses provide the bulk of facilities and services. New businesses also can grow from this effort.

Towns also present unique venues for the distribution of other heritage area information such as products related marketing, advertising, etc. In exchange, residents within Garrett's many communities should take action to promote trail stewardship as a form of heritage preservation. Maintaining towns as aesthetically pleasing environments is essential to the overall heritage effort. Therefore, revitalization is a critical part of the overall interpretive strategy. The Heritage Area should seek to enhance and create private businesses in relation to heritage resources, services, and facilities, wherever possible. The purpose is the creation of a successful and sustained environment, where business can thrive and succeed. Basically, invest in your private sector and make them a critical partner in the Heritage Area.

8.4: HERITAGE MANAGEMENT AND INTERPRETATION

One important recommendation for interpretation is to consider developing a specific *Interpretive Plan* for Garrett County with Heritage Area partners. Such a plan can be useful because interpretation occurs at both public and private venues. Private operations such as WISP, Adventure Sports, and even local restaurants and shops can benefit from a unified interpretive plan that tells the true story of Garrett County. In addition, the plan could offer a basis for local hospitality and docent training at the Garrett County Community College.

The Interpretive Plan should be developed in concert with key heritage area partners such as the Maryland Department of Natural Resources, the Maryland Historical Trust (MHT), the Maryland Heritage Areas Authority (MHAA), the Maryland Department of Planning, Garrett County Historical Society, the Friend Family Library and Museum, the Grantsville Museum, the Garrett County Arts Council, Trail Organizations, the Garrett County Board of Education, Garrett County Community College as well as identified private partners such as the Savage River Lodge, WISP, and Adventure Sports.

STRATEGIES FOR INTERPRETIVE FACILITIES AND SERVICES

Interpretation through visitor support facilities and services is important. This can include Heritage Area programs, activities, and projects to strengthen the visitor experience and traditions in Garrett. The purpose is to enhance the authenticity of the Heritage Area.

General Interpretation Strategies: Some strategies for consideration by the Chamber of Commerce include the following:

1. Interpretation should be a key focal point for the consideration of projects in the Heritage Area. Project selection criteria, as developed by the Chamber of Commerce and the MHAA, should consider the level and degree of importance for interpretive facilities and services. This includes whether they are open to the general public. It also includes whether or not these facilities have standard operating hours all year, are easily accessible, contain comfort facilities, and have trained staff, volunteers, and docents, etc. Hospitality training at local educational institutions should be considered as a specific program because the tourist experience hinges on the knowledge of local story-tellers and the attitude of local service providers including heritage related businesses (i.e., was the experience pleasurable, were the people nice, did they know the history of the area, etc.).
2. The Chamber of Commerce should seek to develop the Garrett County Heritage Area as a major heritage tourism destination in Western Maryland. Producing a sound interpretive strategy will ensure that visitors and residents are aware that they are traveling and living within a special place unique in Maryland and the United States. By working with existing interpretive facilities as partners, integrated programs for Heritage Area development can be planned and executed. This will enhance the visitor experience and provide many regional benefits for everyone involved in

the effort. Forming partnerships with key interpretive facilities and providers is the first step in developing a cohesive strategy.

3. Sometimes it may be beneficial to alter events that are not working in the Heritage Area by planning new ones or providing more marketing and advertising for existing ones. In addition, the Chamber of Commerce should work closely with communities outside the Deep Creek Lake area to develop more events and festivals. This may mean planning new ones. Many places in the country have successful events and festivals. Find successful ones that correspond directly with Garrett County. Find out why these events or festivals are so successful, and then begin to think about how to develop something similar in Garrett. The Chamber of Commerce also should work closely with private businesses and interpretive venues because these groups and organizations are the ones who will benefit most from successful heritage events and festivals.
4. Seek to integrate and incorporate the Heritage Area's interpretive programs and materials into the existing interpretive and educational programs of Heritage Area partners and stakeholders through the development of a specific *Interpretive Plan*. In helping visitors to understand and access the Heritage Area, the Chamber's interpretive programs and materials should mirror partner entities such as museums, educational institutions, businesses, and other organizations. This means developing integrated programs which may include interactive multi-media materials such as driving tours, Heritage Area messaging, educational clips and videos, etc. Some specific recommendations include:
 - Seeking partnerships with schools, colleges, universities, and private partners to support interpretive and educational programming;
 - Developing programs in conjunction with existing interpretive partners such as museums, arts groups, and other organizations;
 - Using new technologies and the Internet to provide creative materials and acquire distribution channels for interpretive and educational programs;
 - Supporting research entities or schools for the purpose of creating and distributing primary and secondary school educational modules, which also may include field trips and recreational activities;
 - Working with transportation agencies to make it easier for everyone to access all parts of the Heritage Area and understand its story including roads, trails, and bikeways; and
 - Working with tourism agencies to effectively market the Heritage Area.

STRATEGIES FOR THE INTERPRETIVE FRAMEWORK

Specific Interpretation Strategies: In regards to the Interpretive Framework, some specific observations are listed for consideration by the Chamber of Commerce. This includes the following:

1. Maintain the integrity of the Heritage Area by strengthening the County's cultural traditions and the authenticity of the heritage experience (see *Chapter 2: Heritage Resources*). This includes working with individuals, groups, businesses, and other organizations not currently represented by the Chamber of Commerce, such as the German, Amish, and Mennonite communities in Garrett County, as well as associated country stores and shops. In addition, the Chamber should seek unifying elements for interpretation such as the County's agricultural history, its natural resource industries, or its links to transportation such as railroads. For example, the Barn Quilt Program is an excellent example of strengthening cultural and agricultural traditions.
2. The *Garrett County Heritage Area Recognition Application* recommends using three (3) basic criteria for interpretive site selection: This includes: 1) the opportunity that the site presents to preserve a key resource; 2) the ability of the site to tell an important part of the Garrett County story; and 3) the likelihood that the site will enhance local tourism by attracting visitors. The Chamber of Commerce also should ensure that the interpretive program builds on opportunities with existing and potential partners.
3. Interpretation and education may include presenting lectures on local history or developing materials that can be used for the promotion of Garrett County and the heritage area. Interactive materials also are desirable such as videos, television and radio shows, games, maps and textual guides. A series of videos has been prepared as part of this heritage planning process. These videos describe the Heritage Plan, Garrett County's resources, and how these resources are important for the County's tourism economy. The purpose is to stimulate visitor and resident interest in local history and culture. Sites should be encouraged to link interpretation with regional sites to create a more seamless system. This can include multi-Maryland county and multi-state efforts (coordinating with Pennsylvania and West Virginia).
4. Residents of Garrett County are becoming increasingly concerned about the effects tourism and development is having on the County's unique physical character and appearance. The Heritage Program must balance the economic opportunities of tourism with the need to ensure that the diverse cultural heritage and scenic attractiveness continue to be a living part of the community. However, the Chamber of Commerce should realize that the power for land regulation is the purview of local government and the State.
5. Rather than conceiving of the Heritage Area as a set of independent and divided communities and tourist facilities in a single county, this interpretive strategy envisions a linked county-wide experience. This means more than just visiting Deep Creek Lake or Oakland but rather all the communities and rural areas in Garrett County. Each of these areas has a unique identity and character offering a true heritage experience for the traveler. In addition, a county-wide experience allows for many diverse heritage attractions, facilities, and services to be linked in a simple and unified framework of physical linkages and interpretive venues/programs. The Chamber of Commerce can serve as the central coordinating entity for this effort.

6. One of the best places to learn about the County's past is the Garrett County Historical Museum in Oakland. Other important interpretive and educational facilities include; the Oakland B&O Railroad Station, Spruce Forest Artisan Village, the James Drane House, Western Maryland Oral History and Coal Mining Museum, Kitzmiller Coal Mining Museum, Deep Creek Lake Discovery Center, Garrett County Chamber of Commerce & Visitors Center, Garrett County Arts Council, and all of the Federal and State Parks. With these abundant resources, residents and visitors have the ability to learn about the unique history of Garrett County and its peoples. Ensuring variety and interesting stories at these locations is important. According to the Garrett County Heritage Area Recognition Application, the heritage theme hierarchy is supported by stories, which support secondary themes. Individual sites are used to tell each of the stories, which support the theme structure. The Heritage Plan envisions that additional stories will be added and stories will be rotated among venues for variety. Possible additional stories include: 1) Ghost towns of Garrett County; 2) Garrett County and the Civil War; and 3) Lewis and Clark in Garrett County.

7. Interpretive themes are the broad historical and cultural elements that provide unity as well as uniqueness because each theme in the Heritage Area will be different. For some, it may be the National Road near Grantsville or Civil War history in Oakland. For others, it may be the Amish community in the County, Garrett's timber and coal industries, or railroad transportation. Whatever themes the Chamber of Commerce develops, it is important to seek out the various stories and places that bring Garrett County together as a whole. This is what people come to see. It is important to note that Garrett County encompasses an abundance of historical, cultural, architectural, archeological, natural, and scenic resources (heritage resources), which are located in many diverse areas. These heritage resources reflect distinctive landscapes and historical development on Maryland's western frontier. The County's heritage resources present a treasure trove for the adventurous visitor to discover as he traverses Garrett's mountainous landscape. The railroad towns and rolling farmlands of the County contain over many historic sites and structures. Garrett County also is blessed with a wealth of ecological resources including Deep Creek Lake, the Potomac, Savage, and Youghiogheny Rivers, natural waterfall areas, significant and historic mountains, as well as large forested areas.

8. Some important things for the Chamber of Commerce to consider ,when developing the Heritage Area, include the following:
 - Identify specific sites to be featured in the Heritage Program and develop a simple interpretive structure in coordination with Heritage Area partners and the MHAA.
 - Create an interpretive heritage program that can be initiated on a small limited basis and expanded over time, as funds and other resources become available.
 - Use self-guided auto tours and existing pedestrian paths to initially link interpretive sites.
 - Enhance sites with interpretive exhibits (in addition to site and facility improvements) that will help illustrate the site's significance in Garrett County's heritage.

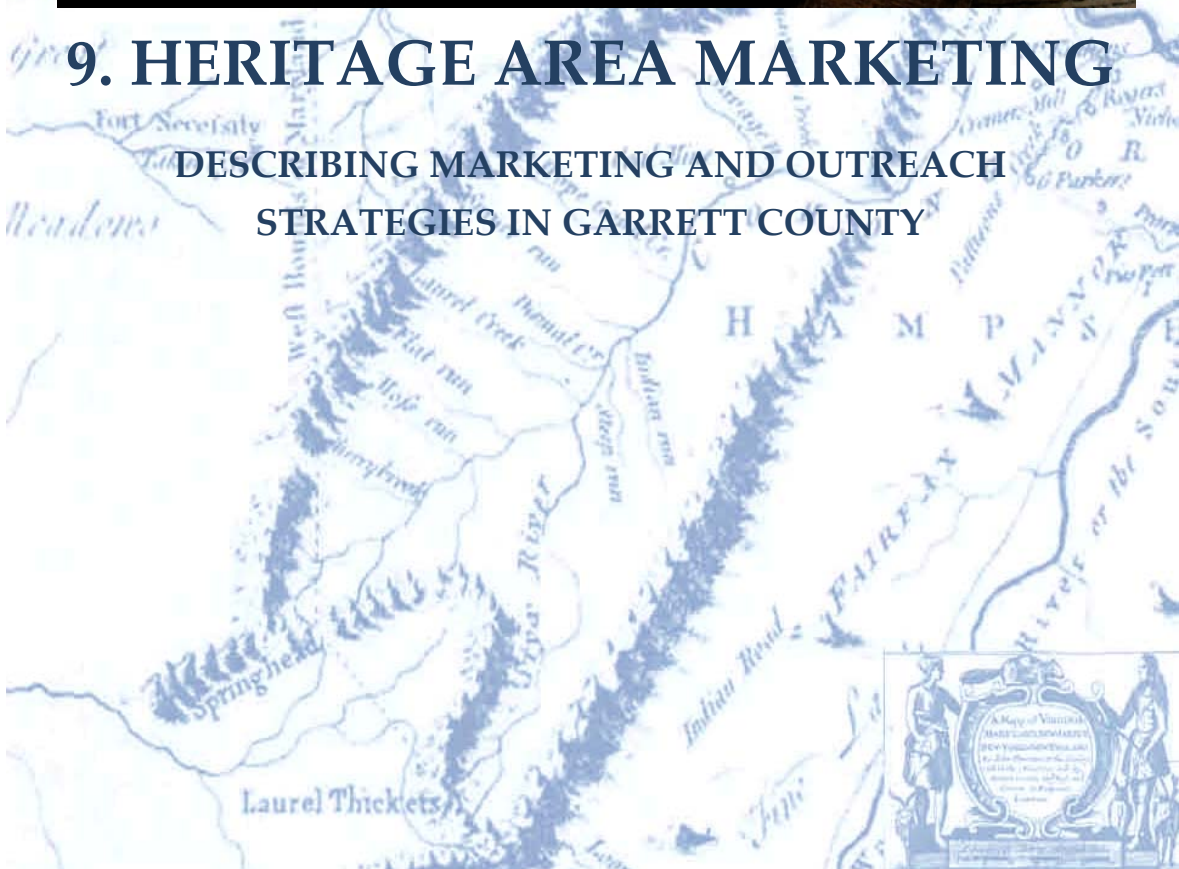
- Use an official logo, official signs and other common design elements that identify sites as part of the Garrett County Heritage Program.
- Ensure a unified local and regional interpretive experience for visitors to the Garrett County Heritage Area by linking resources in a seamless heritage theme and wayfinding system.
- Link Garrett County’s heritage attractions to regional ones in western Maryland, Pennsylvania, Virginia, West Virginia, and Washington D.C., and cross market with these surrounding attractions.
- Survey visitors often to find out if they enjoyed the stories as well as what stories they would like to see explored.
- Consider adding new events to the Heritage Area and revising existing ones, if appropriate.

GARRETT COUNTY HERITAGE AREA MANAGEMENT PLAN



9. HERITAGE AREA MARKETING

DESCRIBING MARKETING AND OUTREACH
STRATEGIES IN GARRETT COUNTY



HERITAGE AREA MARKETING

Chapter 9 of the *Garrett County Heritage Area Management Plan* (Heritage Plan) provides information for marketing to heritage tourists. It is designed to assist the Garrett County Chamber of Commerce, as the Management Entity for the Garrett County Heritage Area. This chapter provides a brief description of typical heritage tourist and the heritage tourism market. This section also defines the tourism economy in Garrett County and provides key observations for the development of marketing and outreach strategies (see *Chapter 4: Economic & Tourism Overview* and *Chapter 10: Implementation*).



SOURCE: Peter Johnston & Associates

9.1: SUMMARY

HERITAGE TOURISTS AND WHY THEY ARE IMPORTANT

A heritage tourist is defined as a "special interest traveler" within the broader tourism industry and is someone who desires a real world experience through the lens of history and culture. Heritage tourism activities include visiting the following places:

- Art galleries, theaters, and museums;
- Historic sites and structures, communities, and landmarks;
- Natural and scenic parks;
- Cultural events, festivals and fairs;
- Ethnic communities and neighborhoods; and
- Architectural and archaeological treasures.

The typical heritage tourist is interested in historic places, traditions, art forms, celebrations, and experiences that portray the nation and its people. Heritage tourists travel longer (5.2 nights vs. 3.4 nights), spend more money per person (\$623 vs. \$457), are more likely to be older and educated, and

are more likely to use a hotel or bed and breakfast (62% vs. 55%)¹. This is the target audience for the Garrett County Heritage Area and the Heritage Program’s promotional element (marketing and outreach).

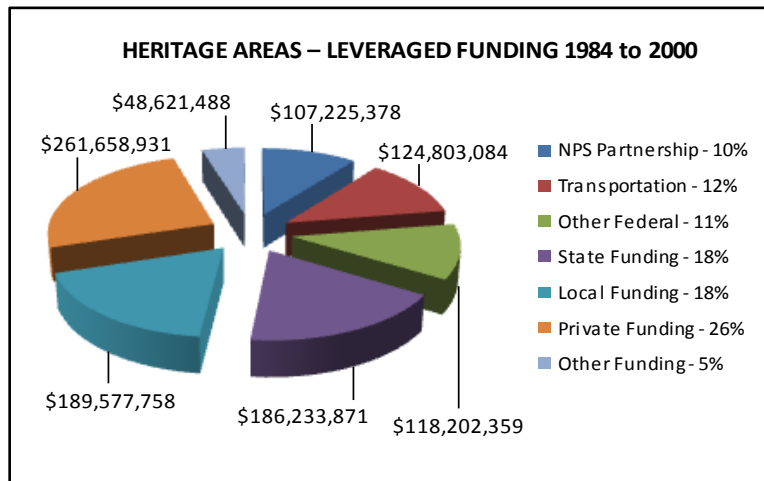
HERITAGE PRESERVATION AND TOURISM

People travel to see historic places and they spend money when they do. Studies show that one of the primary reasons people travel is to experience local history and culture. Heritage, recreating, and natural scenic sights are listed among the top reasons for travel and tourism. Generally speaking, places that have preserved their history enjoy a larger tourism market. Revenue and jobs from tourism assist a state’s economy as well as the regional and local economies. Tourism has become a top industry in this country and as noted traveler Arthur Frommer states on the *Frommer Travel Website*, “tourism doesn’t go to a community or city that’s lost its soul.”

HERITAGE ATTRACTIONS ARE THE KEY TO SUCCESS

Heritage attractions are the key to success in any heritage area. This means that visitors and residents must be able to explore heritage attractions so they must be open to the public, have friendly well-trained staff, offer services and support, and provide for useful interpretation and education like the Garrett County Historical Society Museum in Oakland, Maryland.

According to the *Travel Association of America*, approximately, 118 million American adults are considered heritage tourists (56% of the U.S. population). One quarter of these travelers take three or more trips per year. Historic and cultural travel volume increased 13% from 1996 to 2002 – 192 million person trips in 1996 to 217 million person trips in 2002. Approximately, 81% of 146 million U.S. adults who took a trip of 50 miles or more away from home in the past year are considered cultural and heritage tourists by Travel Industry Association. In 2003, there were 24 national heritage areas designated by the U.S. Congress. The Travel Industry Association of America found that heritage areas are effective for leveraging additional funding and support (8.7 to 1 match in investment). The National Park Service (NPS) indicated in 2003 that private sources contributed the lion's share of resources, approximately \$262 million (26% of the total individual group leveraged funds).



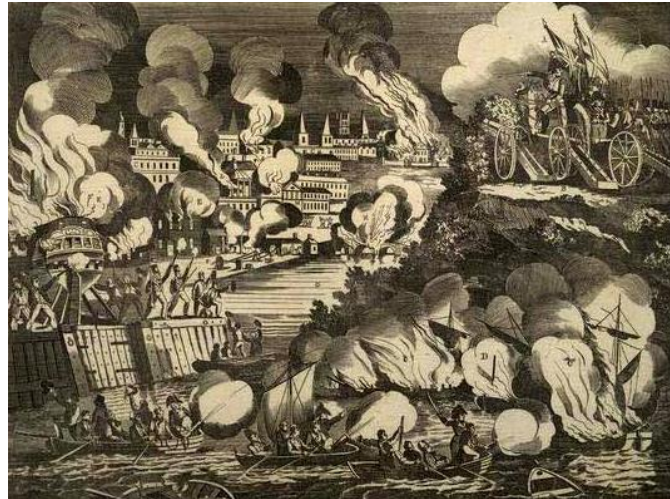
SOURCE: National Parks Service

¹Travel Industry Association of America

A SUCCESSFUL HERITAGE PROGRAM COMBINES PRESERVATION AND TOURISM

The trick to heritage tourism is to get residents and visitors excited about Garrett County's history and culture so that they will visit the area, recreate, and frequent County businesses. A Heritage Preservation & Tourism Areas Program is a public and private partnership between interested stakeholders that assists in:

- Building heritage attractions in the County to enhance tourism and quality of life as well as promote sustainability;
- Creating a worthwhile initiative to increase tourism in County by using heritage attractions;
- Developing a thematic framework to "tap-into" the economic benefits of heritage preservation and tourism by linking resources to historic themes and a network of businesses, sites, structures, routes, trails, and recreation sites.



St. Michael's, Maryland: The Town that Fooled the British

A community's history tells a story. On the morning of August 10, 1813, the British planned an attack on the Town of St. Michaels, Maryland. Forewarned, the local residents raised lanterns to the masts of their ships and tops of trees, tricking the British into thinking these were town building lights. The British cannon fire overshot the town. Only one house was hit, now known as the Cannonball House. Forevermore, St Michaels was known as the "Town that Fooled the British."

SOURCE: Peter Johnston & Associates (Historic Print)

9.2: ECONOMIC AND TOURISM HIGHLIGHTS

ECONOMIC HIGHLIGHTS

- Housing Values are increasing in Garrett County, Median Home Values have increased from \$86,400 in 2000 and \$163,800 in 2008;
- Median Household Incomes also are rising (\$32,238 in 2000 and \$43,227 in 2009);
- Employment has shown positive growth in the recent past (15% growth from 2001 to 2007);
- Real Estate and Real Estate Growth are expected to remain a significant component of the County's economy (\$34 million in taxes from real estate in 2008, 42% of total county revenue in 2008);
- An additional 1.1 million square feet of retail and commercial space is planned in the next 20 years;

TOURISM HIGHLIGHTS

Garrett is a significant destination for tourists in a four state market area including Maryland, Pennsylvania, Virginia, and West Virginia. Historic tourism trends for Garrett County are positive

indicating increased visitation, revenue, employment, etc. and the County has a sound infrastructure on which to build. Specifically, tourism in Garrett County:

- Ranked 2nd in importance for employment accounting for 2,513 jobs in the County in 2007;
- Accounted for 1 in 5 jobs in Garrett County and is a significant component of the local economy in 2007;
- Accounted for \$18.3 million of sales tax collected in 2008, whereby August, September, and July were noted as the most prominent months for sales tax collection totaling \$5.8 million;
- Accounted for \$13.2 million of sales tax, or 72% of the total annual sales tax collected in the 8 month period between June and December (core tourism season) in 2008;
- Represented 1.35% of all tourism related tax dollars in the State in terms of taxes, Garrett had a \$50 million tax impact in 2008;
- Accounted for 40% of taxes collected for accommodations and food and beverage accounted for 23% in 2008.
- Provided \$32 million gross accommodations sales in 2008;
- Had a wage impact in Garrett County of \$68 million (on an annual basis) in 2007;
- Generated an estimated rental income of \$80 million from seasonal units, some 4,000 in 2007;
- Has contributed to the “Deep Creek Lake Effect, whereby housing values in Garrett have increased from \$86,400 in 2000 to \$163,800 in 2008.

KEY TOURISM FINDINGS

According to the 2009 *West Virginia University Visitor Profile Study* for the Chamber of Commerce:

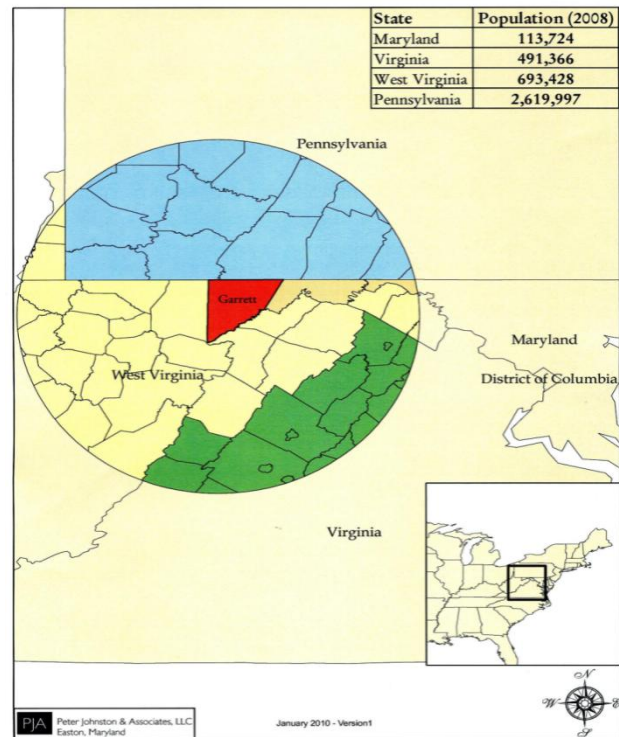
- Most tourists (92%) are repeat visitors to Garrett County;
- Visitations to the County have increased but not Western Maryland as a whole although statistics indicate a 26% decrease in visitation from 2008 to 2009 for Garrett County, which may be an anomaly caused by national economic conditions at the time;
- The average length of stay for visitors is 10 nights;
- Average daily spending was \$148, total trip spending was \$644, and total group spending was \$2,349 (average group size 4.5 persons)The most often purchased item (retail) was dining out (33%) followed by local food products (26%);
- The most popular activities were eating out, cooking in, motor boating, water sports, and movies;
- Food and food related activities were cited as the most often purchased retail items.
- Goods and services sought by visitors but not found were food/produce, restaurant selection, and retail as well as other activities (i.e., water park, pool, ice rink);
- Natural scenic areas and parks and recreation sites were among the top choices for visitors to Garrett County and the Maryland Department of Natural Resources indicates that park attendance in the County has increased each year since 2001.
- The top three activities were scenery, fall foliage, and State Parks and Recreation areas. Water sports and festivals ranked 4th and 5th respectively.

- Fall is the most important season for events and festivals in the County;
- In terms of importance of activity for tourists polled, historic sites ranked 11th out of a total of 14 categories - Garrett could increase this share of the market.
- Garrett County has many attractions that appeal to heritage tourists as defined by the *Travel Industry Association of America Study*;

9.3: TOURISM MARKET ANALYSIS

POTENTIAL MARKET AREA

As shown to the right, the total population within the defined market area for Garrett County (a 100 mile radius from Oakland, MD) is nearly 4 million people. According to the West Virginia University Visitor Profile Study, Maryland is the primary market for Garrett County and secondary markets include Pennsylvania, Virginia and West Virginia. The market area analysis indicates that Pennsylvania has the greatest potential for marketing (by population). Other significant markets include Ohio, Washington D.C. and other Mid-Atlantic states. Analysis also indicates that cross marketing with attractions in neighboring states could benefit Garrett County.



KEY ELEMENTS OF RETAIL DEMAND

The purpose of this analysis is to identify retail business opportunities associated with tourism and heritage resources. Retail development conditions and opportunities are evaluated for two different but related and overlapping areas:

1. **Three Geographic Sectors:** North, I-68/National Road Corridor; Central, Deep Creek Lake, Oakland and the other towns in the center of the County; and South, the rural southern section of the County bordered east and west by West Virginia. These three sectors make up the total area of the County; and
2. **Garrett County Municipalities:** The eight towns of Garrett County, which collectively account for 23% of the total County population and 34% of total retail sales in the County. While the three sectors include the towns, the two classifications make it possible to connect retail conditions and opportunities with more specific locations.

SOURCE: Peter Johnston & Associates

The purpose is to identify retail opportunity gaps in terms of specific opportunities and locations in these areas, first in the Towns and then within the three designated sectors in the County as a whole. A “retail opportunity gap” is the difference between actual sales and estimated demand.

Goods and Services Demand: There are three (3) essential elements in the demand for goods and service including:

- **Resident Population:** This sector grew by 5.4% from 1990 to 2009 and is expected to grow by 11.5% from 2009 to 2030. State projections indicate an additional 57 households per year through 2030.
- **Tourism and Recreational Visitation:** This population has been growing. As an example, visitation at Maryland Department of Natural Resources (DNR) parks has increased every year from 2001 to 2008 and the overall change from 2001 to 2007 was 154%.
- **Vehicular Traffic:** Traffic has been increasing at key locations. Table 9-1 shows average annual daily traffic at selected locations throughout the County. The highest counts and largest amounts of growth are on I-68 west of MD Routes 546 and 219 in Oakland. At most other locations counts are quite low and there have been declines in traffic on the National Pike and on MD Route 135. Traffic growth on Route 50 at the southern tip of the County has been very slight.

ROAD/LOCATION	*AADT BY YEAR			CHANGE 1990 - 2007	
	1990	2000	2007	NUMBER	PERCENT
North/National Pike (Alt. 40)					
West of 546	1,300	1,675	2,021	721	55.5%
West of 219	2,600	4,075	2,931	331	12.7%
West of Keyser’s Ridge	3,275	3,675	3,121	(154)	-4.7%
I-68 – West of Rt. 546	10,825	16,180	18,408	7,583	70.1%
I-68 – East of Rt. 219 South	11,700	14,275	14,271	2,571	22.0%
I-68 – West of Friendsville	7,200	12,175	11,581	4,381	60.8%
Central/MD Rt. 219					
East of Friendsville	2,700	3,350	4,540	1,840	68.1%
Near Deep Creek Lake	5,730	7,590	10,723	4,993	87.1%
Oakland	9,600	11,600	16,090	6,490	67.6%
North of Route 50	1,925	2,750	3,000	1,075	55.8%
Route 495 (Bittering Road) Center	2,000	2,750	2,922	922	46.1%
Route 135 East (at County line)	4,600	4,500	3,700	(900)	-19.6%
South/Route 50					
East of Redhouse	1,375	1,400	1,742	367	26.7%
West of Redhouse	650	1,100	1,052	402	61.8%

*AADT: Average Annual Daily Traffic

Source: Maryland Department of Transportation; Thomas Point and Associates

RETAIL OPPORTUNITY GAPS

The retail opportunity gap figures take into account resident population (year round and seasonal) and vehicular traffic and tourism. This analysis is not limited to tourist demand, but tourism is a significant component of total retail activity. Table 9-2 summarizes retail opportunities with respect to the Towns. While the Towns (excluding Oakland) are a relatively small part of the retail picture in Garrett County, they offer important retail opportunities:

Retail Opportunity Gaps Overview: The category that presents the greatest opportunity is the “food and beverage stores” group of retailers. This represents an opportunity of \$5.6 million in annual sales, approximately one-third of the total potential. Other significant potentials are in:

- Building Material and Garden Equipment (\$4.8 million); and
- Food Service and Drinking Places (\$2.8 million).

Each of the towns shown in Table 9-28 offers some level of retail opportunity. The largest overall gap is in Mountain Lake Park (cited at \$8.3 million).

CLASSIFICATION	Accident	Deer Park	Friendsville	Grantsville	Loch Lynn Heights	Kitzmilller	Mt. Lake Park	Total Category
Motor Vehicle and Parts					1,287,832	698,146		1,985,978
Furniture/Home Furnishings Stores								N/A
Electronics/Appliance Stores								N/A
Building Material Garden Equipment		765,374	846,278	404,955	610,766	447,984	1,013,140	4,088,497
Food/Beverage Stores		618,351	572,242	820,806	788,412	502,450	2,330,837	5,633,098
Health/Personal Care Stores		408,048					1,864,151	2,272,199
Gasoline Stations								N/A
Clothing/Accessories							690,615	690,615
Sporting Goods, Hobbies, Books, Music							414,613	414,613
Miscellaneous Store Retailers							732,190	732,190
Foodservice and Drinking Places	401,065	525,319	581,828		461,013		1,272,857	2,841,017
GRAND TOTAL	401,065	2,317,092	2,000,348	1,225,761	3,148,023	1,648,580	8,318,403	18,658,207

Source: Claritas, Inc.; Thomas Point Associates

The Town of Oakland is not included in Table 9-2 because it does not offer specific retail opportunities as measured by a “sales gap.” This reflects the fact that it is already the retail center of the County and sales within the Town currently account for 25% of all sales in the County. This is not to say that there are no more retail opportunities in Oakland but only that more retail development in the Town will capture greater shares of sales that might otherwise occur in other Towns or in the unincorporated portions of the County. Table 9-3 summarizes retail opportunities with respect to other parts of the County.

TABLE 9-3: RETAIL OPPORTUNITY GAP BY SECTOR – GARRETT COUNTY, MD 2008 (IN \$ DOLLARS)				
CLASSIFICATION	RETAIL GAP BY STORE TYPE			TOTAL BY STORE TYPE
	NORTH	CENTRAL	SOUTH	
Furniture/Home Furnishings Stores	1,814,810		695,966	2,510,776
Electronics/Appliance Stores	1,610,207		1,056,579	2,666,786
Building Material Garden Equipment			5,292,252	5,292,252
Food/Beverage Stores	9,457,533		6,472,795	15,930,328
Health/Personal Care Stores	2,147,524		2,865,910	5,013,434
Gasoline Stations			4,591,700	4,591,700
Clothing/Accessories	4,998,058	6,781,298	1,857,434	13,636,790
Sporting Goods, Hobbies, Books, Music	2,026,554	1,718,862	755,369	4,500,785
Miscellaneous Store Retailers	1,731,039	3,558,749	1,309,025	6,598,813
Foodservice and Drinking Places	3,018,382		3,058,808	6,077,190
GRAND TOTAL	26,804,107	12,058,909	27,955,838	66,818,854

Source: Claritas, Inc.; Thomas Point Associates

This data illustrates another view of the County based on the division between the northern, central and southern sectors. Although, these are not “real” sectors, nor are they based on the kinds of geographic barriers that normally separate market areas, but rather reflect a division that is useful in identifying needs and development opportunities in parts of the County as a whole. Taken together with the needs analysis of the Towns, they support the analysis and make it possible to reach conclusions about needs and business opportunities. This data suggests the following:

- The overall retail gap (\$66.8 million) is significant. At sales of \$350 per square foot, it represents additional retail space of 191,000 square feet.
- The greatest opportunities in terms of type of store are in the “food and beverage store” category.
- The greatest opportunities for locations are in the northern (\$26.8 million) and southern (\$27.9 million) sectors.
- In the central sector, including the resort area and several towns, the biggest opportunity is in the category of “Clothing and Clothing Accessories.”
- In both the northern and southern sectors, the biggest opportunities are in the “food and beverage store” category.

This is a current picture in regards to retail gaps. One can expect that demand for these store types will grow over the coming years, with increased population, visitation, and traffic. Based on projections summarized in this chapter, projections indicate additional retail space in the range of 4,000 to 5,000

RESTAURANTS	SPECIALTY/FOOD/GROCERIES
Brew Pub	Bakery
Fine Dining	Chocolate
Ethnic Restaurants	Cheese
Quick Service Restaurants (QSR)	Fresh Farm Products
- Bagel Shop	Maple Syrup
- Coffee Shop	Coffee
- Deli	Grocery
- Diner	Outdoor market/Bazaar
- Other	Wines
- Kiosks/Carts	

Source: Thomas Point Associates, Inc.

square feet annually over the next 20 years. This would yield a total of 80,000-100,000 square feet. Retail space is approximately 60% of total commercial space so total growth would amount to 130,000 to 170,000 square feet. This estimate does not take into account the replacement of existing space with new space nor the office and industrial growth projected in the County's technology parks.

STORES	SERVICES
Accessories	Catering
Antiques	Daycare
Apparel	Medical Clinics
Art gallery	- Chiropractic
Books/Papers	- General Medical
Cosmetics/Beauty Products	- Occupational Therapist
Crafts	Salons: Nails/Hair Etc.
Gifts/Cards	Spas
Jewelry	
Music	
Nature Store	
New Age Books/Products	
Outdoor/Camping	
Sporting Goods/Clothes Specialized	
Vintage Clothing	
Wood Carvings	

Source: Thomas Point Associates, Inc.

There are two major initiatives that come to mind in light of patterns. A lead entity such as the Chamber of Commerce and/or Garrett County Economic Development could take the following types of actions:

1. Develop a fresh and local food theme as a central part of the County's image and marketing. Visitors surveys state that "dining in and dining out" are the two top recreational activities and sales data indicate that dining out is popular and growing. This suggests the opportunity to create a major retail theme that connects agriculture and food, featuring Garrett County's unique food culture. This would expand the traditional German-style cuisine with broader destination dining opportunities. There is also the potential for food-based festivals (strawberries, maple syrup, mushrooms, ginseng, etc.). The program could feature the types of food attractions shown in Table 9-4 above.
2. Build the retail infrastructure town by town through a deliberate program to attract stores and services that meet the needs of residents and tourists. This idea has been discussed in the past and some excellent strategies have surfaced. However, follow-up has been weak and

inconsistent. There is an opportunity to develop a broad but detailed retail attraction strategy that relates opportunity gaps with types of stores and locations. Table 9-5 is a very preliminary list of potential targets for attraction or further development within the County.

Many of the businesses identified are already present in Garrett County and, in some cases they may be doing poorly in spite of estimated demand. Retail success is the result of the right location, vision, marketing, and merchandise. In most situations, competition improves the business environment and increases the overall opportunity.

ECONOMIC DEVELOPMENT FOR HERITAGE TOURISM

Heritage tourism and business development has the potential to bridge several different cultures in Garrett County:

- The northern part of the County includes an older population of residents descended from German settlers, including many Amish and Mennonites. The population includes business people who run farms, restaurants, and small businesses. Grantsville, Swanton and Friendsville are prominent communities.
- Deep Creek Lake and Oakland comprise a mix of local people, property owners, speculators, and entrepreneurs, along with the lake dwellers, second home owners and recreational visitors. These are often the pro-development proponents, who fuel community activities.
- The southern part of Garrett County is more rural and Appalachian and includes residents who originally settled in the County for mining or farming, and now face greater challenges as the County's economy changes. Kitzyiller, Bloomington, and Red House are important towns with unique heritage resources.
- Garrett County's towns and rural villages are important parts of the larger heritage component. Many of the County's historic resources are located in the towns. These resource concentrations present unique opportunities. Municipal populations are stable, with some town growth projected (most prominently Oakland).
- The Maryland Department of Natural Resources (DNR) controls the big attractions, which are the forests and parks, where the County exercises limited land use controls. Findings from recent market studies suggest the need for environmental amenities but not necessarily more development. Outside the core area, Garrett County residents say that they are meeting tourists and residents, who want to get away from Deep Creek Lake and experience other parts of Garrett.

Agriculture, the historic mainstay of the County's economy, is changing fast. The total amount of farm land has declined significantly in just the past twenty years. The economics associated with industrial agriculture make it difficult to operate small farms and threaten historic businesses like maple syrup production. Agricultural tourism has had limited success in enhancing farm revenues. There may be a need for a public discussion of ways to keep land in agricultural use, possibly through tax policies and programs to purchase easements, but more importantly through a frank discussion of new and

innovative ways for the agricultural community to take advantage of tourism and primary attractions in the County (i.e. dining out and eating in). Local products are an important part of this food related linkage. There are important connections between food, farming, and tourism (based on data reviewed). These potential connections between economic development and tourism are very broad and include the following ideas and concepts:

- The Amish/Mennonite Heritage: A potential development opportunity is cited for the County's Amish and Mennonite heritage.
- Farm Heritage Museum: A Farm Museum in the County may assist in linking broader tourism initiatives with the County's agricultural heritage but further research is suggested.
- Strawberry Festival: Garrett County produces great strawberries from June through September, and farmers get a good price for these fruits. This could provide a theme for a weekend festival to increase day trippers and overnight visitations.
- Expanded Marketing: a strong market for local products and organic foods is indicated in Garrett County as well as in the Morgantown, West Virginia area, where there is more local affluence due to the university and growing businesses.
- Coordination with Pennsylvania: There is a bulk food auction center near Springs, Pennsylvania, a few miles north of Grantsville, which is an opportunity to enhance partnerships.

MARKET ANALYSIS FINDINGS

The challenge for Garrett County is to improve the appeal of heritage resources for visitors and link heritage preservation with economic development and tourism initiatives. Some major findings of the market analysis for Garrett County include the following:

1. There are an estimated 4 million people in Maryland, Pennsylvania, Virginia, and West Virginia, who live within a 100 mile radius of central Garrett County;
2. The retail analysis indicates opportunities to expand the number of establishments/businesses serving Garrett County residents and heritage tourists;
3. The greatest retail opportunities are establishments selling food and beverages, clothing and accessories, health and personal care stores, and food and drinking services;
4. The largest retail gaps are in the northern and southern portions of the County, and the largest municipal retail gap is in Mountain Lake Park;
5. Garrett can enhance marketing opportunities by cross marketing with nearby tourist destinations in other areas of Maryland and surrounding states; and
6. Garrett also can enhance marketing opportunities through better coordination with Maryland Tourism and other State agencies and entities.

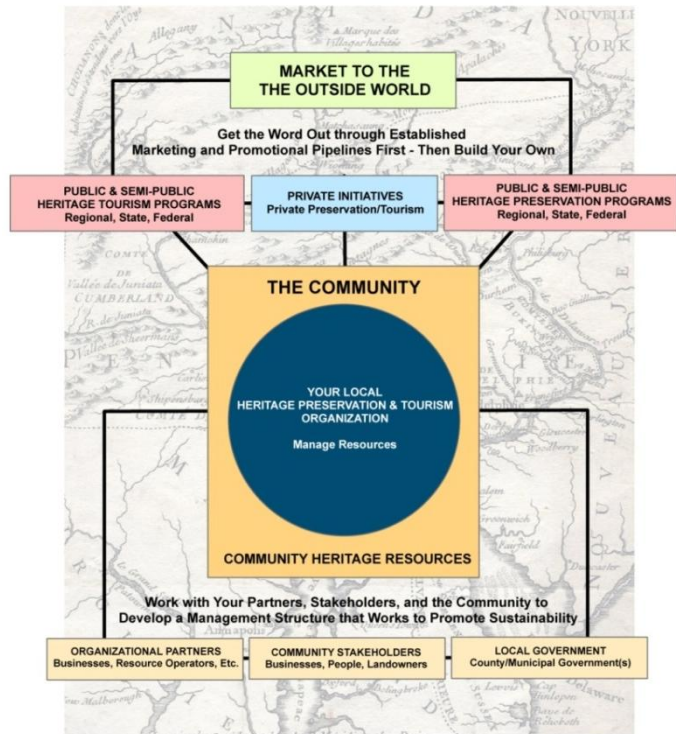
9.4: MARKETING STRATEGIES

The Chamber of Commerce is the Destination Marketing Organization (DMO) for Garrett County as well as the future Heritage Area Management Entity. The Chamber has existing marketing, outreach, and general tourism staff to assist efforts. The Chamber must develop a detailed *Marketing Plan* in coordination with the MHAA and Maryland Tourism to access marketing and outreach funds available through the State's Heritage Program. This is an important project for Year 1 of the Heritage Program.

ECONOMIC DEVELOPMENT STRATEGIES RELATED TO HERITAGE PLANNING

Currently, heritage preservation is not a strong business theme in Garrett but it is a potential untapped market. Identifying business opportunities in the Heritage Area may be enough to get people interested but in many cases, further business assistance will be required to make them successful. Retail opportunities exist, reflecting the increase in resident population and tourism. There are various strategies that connect retail development with tourism to support heritage tourism:

1. Partner with businesses, government, and other public entities that have a demonstrated stake in, and directly benefit from, increased tourism (corporate and other private sponsors).
2. Preserve the small towns and strengthen the rural villages and hamlets by encouraging business development in those locations. This effort could include creative zoning and site planning techniques to provide incentives for businesses in concentrated settlements. Programs to redevelop housing and build more housing units in the towns would support retail development. There might also be economic incentives for these purposes, which could simultaneously serve heritage preservation purposes. Renewed efforts to implement town strategies could be helpful.
3. Expand retail infrastructure town by town as evidenced by the retail gaps and opportunities analysis. For the Chamber of Commerce, consider programs to encourage investment in establishments and locations that capitalize on identified retail opportunities in combination with heritage resource preservation (e.g. Cornish Inn, Deer Park Inn, etc.).
4. Attract more traffic back to the National Pike, the traditional route across Garrett County. This could be accomplished through additional signage and targeted marketing efforts.



5. Connect Garrett County tourism promotion efforts with Maryland tourism and corresponding programs in adjacent states, Pennsylvania to the north and West Virginia to the south, in order to strengthen attractions on the National Pike and Route 50 and expand the range of activities available to visitors.
6. Develop a destination heritage attraction, with State support, something on the scale of *Tamarack* in West Virginia. It might build on the working arts and crafts studios at Spruce Forest and the local food at Penn Alps and bring other heritage elements, such as heritage museum. This would require state and county participation and a long-term vision/plan.
7. Develop a local food based theme as a central part of Garrett County's image and marketing effort.
8. Include heritage related themes throughout the tourism spectrum especially ecotourism, outdoor recreation, and food based businesses;
9. Tap into regional trail efforts like the *Great Allegheny Passage*. Link trail and trail town tour development efforts in the Heritage Area to stewardship, interpretation, and tourism infrastructure development efforts to enhance resources, services, facilities, businesses, etc.
10. Develop a cohesive interpretive structure for the entire Heritage Area for wayfinding and access, ensuring that interpretation is included as a major component. The conflict between development and preservation is playing out in its own way and probably makes heritage a stronger theme than previously considered by the County.



Food and food related services are an underserved market in Garrett County with great potential for future economic development. Specialty restaurants and inns like the Savage River Lodge, the Deer Park Inn, and the Cornish Manor are tourism draws for the County.

MARKETING STRATEGIES FOR THE HERITAGE AREA

The Chamber of Commerce must develop a specific *Marketing Plan* in coordination with the MHAA and Maryland Tourism, following the certification of the Garrett County Heritage Area. This will allow the Chamber to access specific grants for heritage preservation and tourism related to marketing. It is important to note that there are several key elements in any strategic marketing plan. None of these components are independent and must all be considered fundamental pieces of a marketing plan. This includes: Branding Strategies; Position Strategies; Financial Goals; The Marketing Plan itself; Detailed Budgets; and Predetermined Dates to Review Budgets.

Marketing is the means of providing potential customers with the information they need to decide whether a destination is worth the trip (both in time and money). Successful marketing often can be the difference between a wildly successful heritage destination and a destination that is on the brink of failure. Expenses related to marketing can be reduced by partnering with other organizations therefore Garrett County should take advantage of this fact and create meaningful partnerships for the benefit of everyone involved in the Heritage Area. Some important points to remember:

Focus Planning Efforts on the Visitor Experience: Visitor experience is closely connected to the expectations that tourists have. Essentially, visitors expect to experience the things that are being advertised. If these attractions do not exist or the attractions do not live up to the image portrayed, people may not have a positive visitor experience. Garrett County, and the owners and operators of attractions and businesses, are responsible for properly advertising attractions. If the marketing materials used to attract visitors do not properly represent what Garrett’s communities have to offer, visitors may feel misled. This deception, whether intended or not, can have a negative impact on the visitor experience.

Consider Hospitality Training for the Public and Private Sectors: It also is essential to understand the importance of good hospitality at all attractions and tourism service locations. A community can contain a significant number of viable attractions along with adequate dining and accommodations but if the visitor feels their stay was not hospitable, the experience may not be a positive one. “Word of mouth” is one of the most important aspects of successful heritage destinations so ensuring that every aspect of the visitor experience is positive can be the difference between a successful destination and an unsuccessful one. Garrett should make the extra effort to provide employees at heritage attractions with hospitality training. This can be the difference between “one time visitors” and tourists that come back year after year. Addressing the issue of hospitality cannot be overlooked. If an assessment finds that customer service is a problem, it may be a good idea to invest in such training.

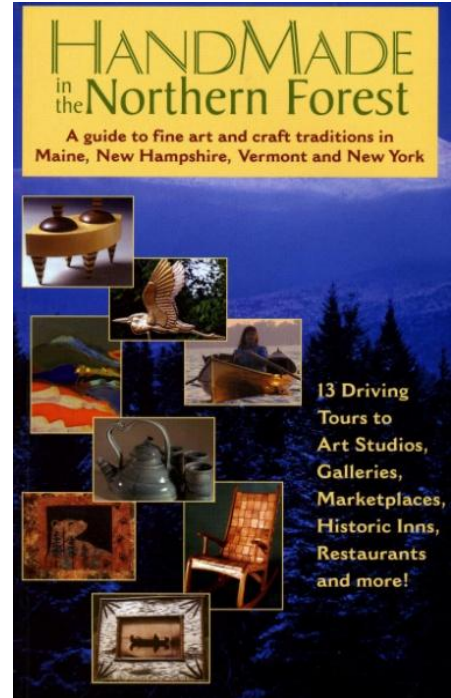
Develop Effective Public Relations Programs: The use of public relations is one of the best ways to market for several reasons. First, using third party reporting provides more credibility because potential customers hear about attractions from other sources. There are examples in every industry regarding the importance of third party endorsements for attractions, products, goods, and services. The media is a great outlet because they often provide new angles to “tell and sell your story” with articles on people, events, attractions, food, or new activities. This exposure can have a significant impact on the short term and long term success of Garrett County as a heritage destination. Be sure to create relationships with newspapers and television stations, as these will likely be a primary means of distributing your marketing products.

Although the primary target audience includes those living outside Garrett County but within driving distance, it is still effective to increase community awareness in terms of the County’s heritage resources. Four great ideas for increasing community awareness include:

- Organizing an education tour for local officials;
- Planning special events for the general public to build enthusiasm and find volunteers;
- Reaching out to children by organizing local cultural or heritage programs in schools; and
- Having a community open house, where residents can get free admission to heritage attractions.

Develop Effective Marketing Materials and Products: Planning and strategizing are important components of a marketing effort. By addressing marketing, Garrett County can acquire an idea of where the target market lives as well as also who they are, what they are interested in, and how Garrett’s communities will be able to meet their needs. Ultimately, marketing materials will be the primary means of reaching your target audience. Therefore, assess and re-assess the findings from the plan before creating any actual marketing materials. Once a strategic marketing plan with goals and a budget is created, the Chamber and its partners can begin to design and create the actual marketing materials. This phase is related to the physical production of advertisements.

Develop Graphic Materials that Resonate with Visitors: The creation of “catchy” graphic materials can solidify marketing efforts. *Handmade in the Northern Forest*, a publication for the Northeast tourist areas of Maine, New Hampshire, New York, and Vermont, is an effective heritage marketing and advertising tool. It uses maps, color coded sections, and textual descriptions of resources and offerings with icons to assist visitors.



This graphic publication for the Northeast tourist areas of Maine, New Hampshire, New York, and Vermont is an effective map, guide, and marketing/advertising tool.



This sample logo was developed for the Garrett County Heritage Area as part of this heritage planning process.

SOURCE: Peter Johnston & Associates

Be sure to make proper use of the Garrett County Heritage Area’s brand image, when preparing these materials. This step in the marketing phase can quickly become very costly if strategies are not well designed. Make sure the brand image is visible in as many places as possible so that people are reminded of Garrett’s special attractions. This means that any graphic materials associated with the marketing effort should contain the brand image so that people can quickly associate that symbol with the Garrett County Heritage Area.

Mount Effective Marketing Campaigns: Marketing campaigns are a great way to reach a large number of people quickly to create opportunities and expand outreach. By touching so many people with a consistent message and a consistent image, people will become familiar with the Garrett County Heritage Area and its many attractions. To reach the appropriate audience, the Heritage Area must project an image that is positive and in-line with the character of the resources. This is known as creating a cohesive “graphic identity.” In addition, when developing an advertising strategy and materials, try to think long term by:

- Mounting a coherent advertising campaign that makes use of several strategies over a long period of time to reach out to different groups of people;
- Assessing your target market and understanding, who is interested in attending Garrett's attractions; and
- Developing effective marketing campaigns.

Preserve Garrett's Sense of Place: Identity is promoted through interpretation and wayfinding in heritage areas. Visitors should feel comfortable in their ability to understand Garrett's history and culture as well as navigating the Garrett County Heritage Area. Develop a network of signs and wayfinding materials to help visitors get around the County easily. These materials should all contain the brand image so that people can immediately associate graphic materials with the Heritage Area. Maps of a downtown areas and trail systems can be a significant piece of heritage destination products. Although they may be costly to develop and produce, visitors often find them very appealing and helpful. Once heritage tourists are in Garrett and exploring its resource offerings, they will need a means of finding their way around. A map can be appealing to the eye but also effective for finding attractions and other destinations such as shops, businesses, trails, services and facilities, and restaurants, etc.

Reach Out on the Internet: In the age of the World-Wide Web (the Internet), graphic materials must not only be available in print but also in digital form. In addition, a website should contain all of the marketing materials available so that potential visitors can see what is being offered. Development of a strong internet site will greatly aid in the promotion of Garrett's heritage resource offerings. When developing a website, find ways to stand out. This can be done by evaluating the effectiveness of other websites to determine what should be included.

An online database containing information about Garrett County's communities and its resources is a great way to provide tourists with information before they plan a trip. This database can contain all sorts of information but needs to be user friendly, accessible, and interactive. This can begin as a simple website with images and information about resources and over time, develop into a network of websites connected through sophisticated links. At every stage of the marketing process, remember to use consistent images, styles, and concepts. In addition, interactive maps on the web and heritage plug-ins are great ways to navigate and County and learn about its history and culture, while driving. Everything that a 21st Century tourist needs is access to the web.

Use Effective Advertising and Cross Marketing: Many people don't understand the difference between marketing and advertising. There is a significant difference between the two, and although they are not entirely independent of one another, there are distinctions. While advertising can be an expensive means of marketing, it is essential. The degree to which Garrett County attempts to reach out to possible customers is dependent on the goals and strategies that have been developed in the marketing plan. Understand that without any printed materials or electronic advertising, influence will be diminished. Find ways to repeat the message as often as possible in as many places as possible. In our

modern society, people are bombarded with advertisements everywhere they go, so the key is getting remembered.

Garrett County should try to integrate its advertising with that of other nearby destination communities and attractions to obtain mutual benefits (cross-marketing). Regional public partners also make it possible to pool resources, fund projects, and expand marketing potential. Some important regional attractions include the Allegheny Highland Trail System, Antietam National Battlefield, Harper's Ferry, Gettysburg, Frank Lloyd Wright's Falling Waters, to name a few. In addition, Garrett County should expand marketing efforts to major population centers in Pennsylvania and West Virginia.

One great way to achieve mutual benefits is to time events in a way that allows marketing partners to "borrow" visitors from one another. Advertise together to encourage people to visit and attend multiple events and explore multiple resources and regions. This is often referred to as the "creation of tours," which can be a great means of getting tourists to visit many places in one visit.

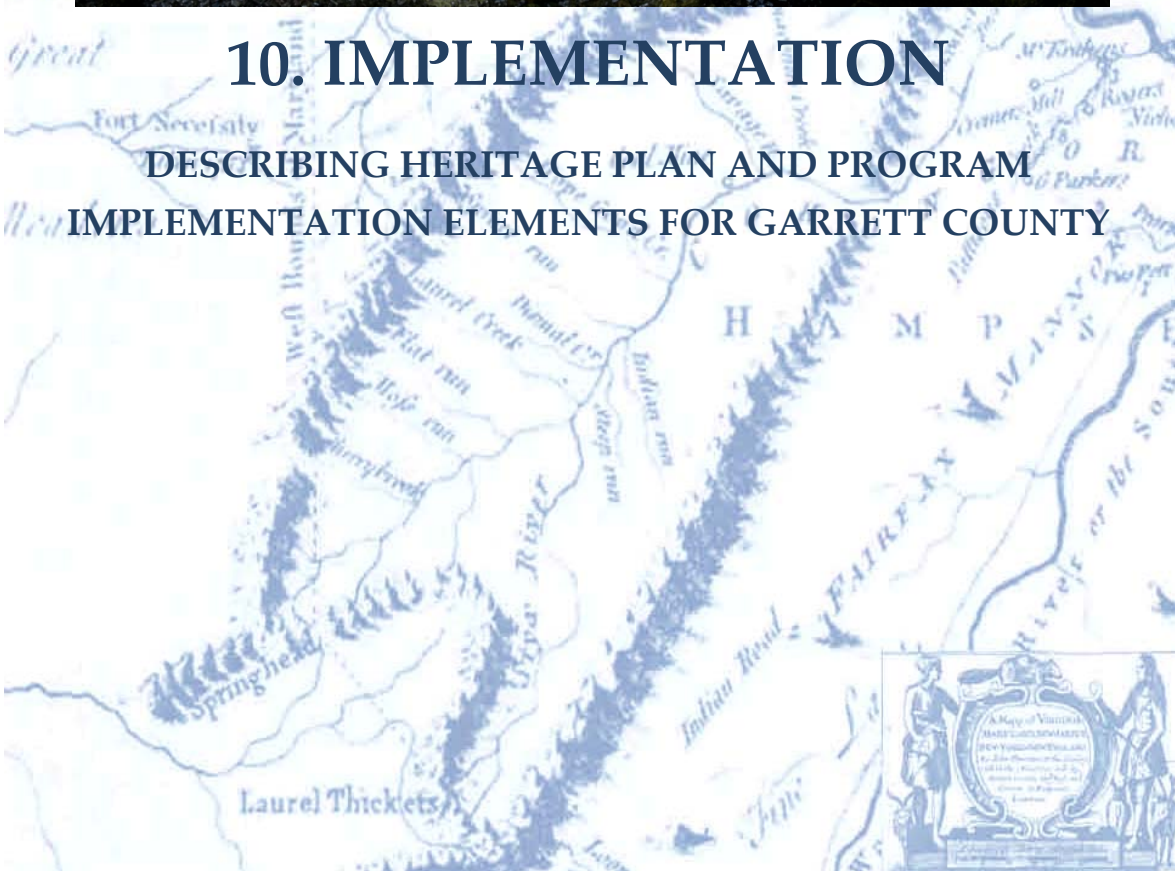
GARRETT COUNTY HERITAGE AREA MANAGEMENT PLAN



10. IMPLEMENTATION

DESCRIBING HERITAGE PLAN AND PROGRAM

IMPLEMENTATION ELEMENTS FOR GARRETT COUNTY



IMPLEMENTATION

Chapter 10 of the *Garrett County Heritage Area Management Plan* (Heritage Plan) examines the implementation of the Heritage Plan and Program. Implementation addresses action strategies for management and oversight of the Heritage Area by the Garrett County Chamber of Commerce, the stewardship of heritage resources, the interpretation of the Heritage Area, and marketing and outreach. This chapter also summarizes capital and non-capital projects in the Heritage Area (see *Chapter 6: Heritage Boundaries*) and provides action strategies for project implementation.



SOURCE: Peter Johnston & Associates

10.1: MANAGEMENT ACTIONS

As the Heritage Area Management Entity, the Chamber of Commerce's main role will be to focus on four areas related to the implementation of the Heritage Plan. This includes;

1. Oversight and Governance;
2. Partnership Maintenance and Development;
3. Program and Project Implementation; and
4. Operations and Management.

The first initiative the Chamber of Commerce will focus on is achieving official "Certification" for the Garrett County Heritage Area by the State and ensuring local government support (amendments to Comprehensive Plans in support of the Heritage Plan). Following this action, the County Heritage Program will be established. Multiple strategies related to each role will be advanced simultaneously. The sequence of business and management actions should be as follows:

- Solidify existing key partnerships and build new partnerships (ongoing);
- Establish the Heritage Entity organizational structure under the Chamber of Commerce and ensure partnership representation with a Heritage Area Sub-Committee;
- Prepare the first *Annual Work Program* with the Maryland Heritage Areas Authority (MHAA) including the designation of "Certified Heritage Structures" in coordination with the MHAA and partners;

- Prepare a detailed *Five-Year Business Plan*, once a Heritage Program Manager has been hired by the Chamber of Commerce, and seek cost estimates from partners for projects;
- Prepare a detailed *Marketing Plan*, with the MHAA and Maryland Tourism, which identifies specific actions to create a regional heritage identity and promote the Garrett County Heritage Area;
- Prepare a detailed *Interpretive Plan* that creates a cohesive Heritage Area narrative and assists partners and stakeholders in the development of stories/themes, infrastructure and visitor services and facilities, events and attractions, exhibits, programs, and projects, and other amenities to be determined;
- Monitor the results of the Heritage Program with annual reporting and adapt the Program, as necessary, to capitalize on opportunities and address shortcomings (ongoing).

ACTION #1: ESTABLISH THE HERITAGE ENTITY’S ORGANIZATIONAL STRUCTURE

1.1: Acquire Certification of the Garrett County Heritage Area: The first task the Chamber will need to address is achieving “Certification” of the Garrett County Heritage Area from the MHAA. This task involves the following:

1. County and municipal endorsement of the Heritage Plan (incorporating the appropriate reference for the Plan in local comprehensive plans);
2. Heritage Plansubmittal to the MHAA (achieving official Certification of the Heritage Area);
3. Establishing the Garrett County Heritage Area Program and oversight framework; and
4. Developing a list of *Certified Heritage Structures* in the Heritage Area for program benefits and/or assistance in coordination with the MHAA.

1.2: Formalize Organizational Recommendations: Once the Heritage Plan is adopted by local government and certified by the State of Maryland as the official Garrett County Heritage Area, the Chamber of Commerce will need to formalize the organization including the task of creating a Heritage Area Sub-Committee and support groups(see *Chapter 5: Heritage Area Management*). This task may involve adopting and/or revising appropriate Chamber articles, policies, processes, and procedures to accommodate the Heritage Plan and Program.

1.3: Initialize the Heritage Sub-Committee: As recommended, the Garrett County Heritage Sub-Committee, under the Chamber, will be charged with Heritage Plan and Program implementation and oversight tasks. This may require the following:

1. Revising and amending the mission statement of the Chamber of Commerce to reflect its expanded role as the catalyst and conduit for heritage preservation and tourism development;
2. Revising and amending the Chamber’s articles, by-laws, policies etc. to permit an expansion of heritage preservation and tourism roles and initiatives;
3. Establishing an effective support group under the existing Chamber of Commerce Board of Directors to oversee the Heritage Area Program;

4. Hiring additional staff (see *Chapter 5: Heritage Area Management*); and
5. Increasing the scope and range of the Chamber in Garrett County to represent towns, villages, and rural historic areas in regards to heritage preservation and tourism.

ACTION #2: PREPARE A DETAILED BUSINESS AND MANAGEMENT PLAN

2.1: Prepare Detailed Business and Management Plan: The Chamber of Commerce should develop an internal *Business and Management Plan* that addresses administrative organization, staffing, key partnerships, financing, and fundraising, etc. The Chamber of Commerce should take advantage of its private sector contacts when preparing this Plan and ensure their inclusion in its preparation. The Chamber also should note funding leverage opportunities.

2.2: Prepare Year 1 Work Program: The MHAA will require the Chamber of Commerce to develop annual work plans based on a comprehensive review of the Heritage Plan's recommendations. This plan will be included with submission of management grant applications to MHAA. A detailed Business and Management Plan can assist this process.

ACTION #3: SOLIDIFY AND BUILD EFFECTIVE PARTNERSHIPS

3.1: Plan Garrett County as a Heritage Destination: An effective and sustainable Heritage Program will require strong grassroots support and broad representation (i.e., many stakeholders and partners). Heritage Area leaders must have the ability to bring diverse groups together for common goals and actively lead efforts with resources, time, and a willingness to accomplish things on the ground. In order for partnerships to be successful, expectations must be understood.

Turning Garrett County into a sustainable heritage destination requires partners. The more partners involved in the effort, the more likely it is that the Heritage Area will succeed. Partners will include local businesses, civic groups, local governments, and a "friends" network. A key Chamber responsibility is building partnerships. Operations of the Chamber of Commerce will need to expand to include stakeholders and partners, who will assist with the Heritage Area Program. The following should characterize existing and new partnerships:

- The vision, mission (purpose), and goals and objectives of the Garrett County Heritage Area should be accepted and shared by all partners.
- The Chamber should define organizational roles, duties, responsibilities, financial assistance, and management commitments for each partner involved in the heritage effort.
- Benefits, received by partners, should be agreed upon beforehand to avoid conflicts.
- Partners should be wisely chosen based on their own goals and how to collaboratively promote the Heritage Area's plans, projects, and image (Heritage Program).

- Clear work plans are recommended (i.e., Business Plan, Finance Plan, Interpretive Plan, Marketing Plan, etc.) including strategies, deadlines, and timelines, etc. This is particularly true if site development is involved (physical/capital projects).
- There should be frequent and open communication lines between the Chamber of Commerce and its stakeholders and partners to discuss changes, problems, strategies, and timelines. Therefore regular meetings are needed to explore opportunities and issues.
- Providing regular updates and reports (constant communication) helps to keep stakeholders and partners aware of progress, goals and objectives associated with the organization, as well as any organizational changes.
- Always make sure that credit is given where due to partners.

3.2: Ensure Broad Partnership Representation: Broad public and private representation to facilitate heritage preservation and tourism efforts includes the following entities:

- Chamber of Commerce: The Garrett County Chamber of Commerce and its various affiliates such as Deep Creek Lake and public/private entities, including local businesses.
- Garrett County Government Representatives: Garrett County government, including but not limited to the Garrett officials, Planning & Zoning, Economic Development, etc.
- Maryland State Government: The Maryland Departments of Planning and Natural Resources as well as the Maryland Historical Trust, the Maryland Heritage Areas Authority, and Maryland Office of Tourism, representing State interests, where tremendous public investment in the County's parks, greenways, recreation areas, heritage sites and structures, trails, and tourism is noted.
- Municipalities and Rural Villages: The Garrett County Community Action Committee (GCCAC) and Garrett County's eight (8) incorporated towns, including Accident; Deer Park; Friendsville; Grantsville; Kitzmiller; Loch Lynn Heights; Mountain Lake Park; and Oakland (County Seat) as well as Garrett County's rural villages, including McHenry (Deep Creek Lake area) and Bloomington, which as all Target Investment Zones in the Heritage Area.
- Heritage Preservation Groups: The Garrett County Historical Society, Arts Council, and other entities and individuals with extensive local knowledge concerning interpretation, historic sites and structures, culture, arts and crafts, and archeological resources.
- Cultural Themes & Linkages: Local and State entities connected to greenway/trail linkages, highways and roads, and special highway/road designations to promote heritage tourism (e.g., Scenic Byways, All American Roads, National Historic Highways, etc.).
- Business, Economic Development & Tourism: Private business interests that are heritage and tourism-related, such as accommodations, specialty shops, restaurants, interpretive centers etc.
- The Heritage Area "Friends": The concept of "Friends of the Garrett County Heritage Area" describes a vehicle for generating local grassroots support for the heritage area mission and networking among those who support and are interested in heritage tourism. The Heritage Area "Friends Network," may include citizens and businesses that support the Chamber's heritage preservation and economic development initiatives. It is a concept that takes advantage of social networking tools (e.g., Facebook, Tweeter, etc.) as a means for cheap and timely promotion of

heritage tourism and information dissemination to members about opportunities, such as volunteering to assist in a partner-sponsored event or putting on a special promotion for visitors, in the case of a business sponsor. The “Friends” may also be a network of unpaid advocates and spokespeople that can communicate the unique heritage of the area, guide visitors to sites and attractions and provide a wide array of services and facilities that affect the tourist experience. Although the “Friends” may sponsor the heritage mission or pay dues, they will not have the same status as partners, i.e., be eligible projects funded by the MHAA.

- Other Organizations: Regional, state, and national organizations related to heritage tourism that can lead to broader marketing and outreach efforts.

3.3: Ensure Continual Communication and Outreach: Successful heritage programs require an investment in time, money, and resources from stakeholders, partners, volunteers, and friends. The Chamber of Commerce should consider regular meetings with existing partners once an oversight structure is created. The Chamber also should consider “meet and greets” with potential partners. This means getting out on the ground and meeting with heritage-related businesses in the County to introduce the program. The most important aspect of Heritage Area development and success is galvanizing the private sector behind heritage efforts. This requires face-to-face time with businesses and a quid pro quo to entice sponsorship.

ACTION #4: PREPARE THE MARKETING PLAN

4.1: Prepare the Marketing Plan with the MHAA: Working with the Heritage Sub-Committee (stakeholders and partners), the Chamber of Commerce will need to prepare a detailed *Marketing Plan* and strategies (see *Chapter 9: Heritage Area Marketing*). The MHAA has a specific grant for preparation of a Marketing Plan. The Chamber of Commerce must develop a Marketing Plan to access MHAA grants related to tourism.

ACTION #5: PREPARE THE INTERPRETIVE PLAN

5.1: Develop Interpretive Plan with Key Stakeholders: Working with the Heritage Sub-Committee (stakeholders and partners), the Chamber of Commerce should prepare a detailed *Interpretive Plan* (see *Chapter 8: Heritage Area Interpretation*). An Interpretive Plan will assist with Heritage Area development, programming, and projects. The Interpretive Plan examines key areas of focus for wayfinding and story-telling. Interpretive planning is an iterative process that depends heavily on partner involvement, particularly heritage venues (i.e., visitor centers, discovery centers, educational institutions, museums, arts and crafts, etc.). Heritage Area stakeholders and partners must consider what infrastructure and Heritage Area products may be needed in the future to develop the Interpretive Plan to its fullest potential. The Heritage Area should base its program on prominent linkages and simple but appropriate themes that will help make the history of Garrett County come alive.

ACTION #6: MONITOR RESULTS AND ADAPT PROGRAM PERFORMANCE

6.1: Develop Ways to Monitor the Heritage Program: The Chamber of Commerce should be prepared to quickly adapt to changing circumstances. Monitoring program performance will provide valuable performance feedback. Changes and lessons learned will necessitate regular review of operating assumptions. Developing criteria to monitor performance in the Heritage Area is critical for success. It also is a State requirement under the Maryland Heritage Areas Program. The Chamber of Commerce will be responsible for developing a monitoring system based on MHAA accepted performance measures. The following is recommended for this analysis:

- Employment Indicators: This includes developing a system that provides for the total number of jobs at the inception of the Heritage Area (Year 1) and monitoring of these indicators for annual reporting (Years 1 through 5). The Maryland Department of Labor and Licensing prepares annual and month-by-month statistics for jobs in the State.
- Accommodations: This includes hotel and motel taxes collected by the State Comptroller's Office. The Chamber also should work with local hotels, motels, bed and breakfasts, inns, etc. to acquire visitation statistics, including length of stay. This can be accomplished through partnerships or periodic surveys and polling. Any other detailed information on user habits and preferences that can be acquired is recommended.
- Tourism: This includes general visitation statistics, visitor profiles, admission and amusement taxes collected, museum visits, parks and recreation area visits, etc. Information should be collected annually however this is not always feasible. Recently, the Chamber of Commerce used the services of West Virginia University to perform a detailed analysis of visitors to the County. Periodically, this type of report can be useful to gauge tourism trends and patterns. The first study can act as a baseline for the Chamber of Commerce to its Heritage Program.
- Purchases and Sales: Much of this data is generated by the private sector in Garrett County. Partnerships are needed to access this type of data, which includes retail, food services, resorts, entertainment, rentals, etc. The State Comptroller's Office may be able to provide some data.
- Construction Activities: Most construction data can be obtained from government sources such as building permits issued. The more important information is to gauge rehabilitation, renovation, and restoration activities in Towns in terms of heritage resources. This will require a strong partnership with local government in Garrett County.
- Private Sector Business/Job Creation: Business data can be obtained from the State Comptroller's Office and economic development entities and agencies operating in the County. The Chamber of Commerce also may have data on business creation. It is important to distinguish heritage-related businesses from those that are not heritage affiliated. For example, a new restaurant opening in an old rehabilitated historic building is considered a heritage business. A new concrete or lumber company is not.
- Interpretation and Education: This requires a close relationship with interpretive venues to gauge existing and new facilities and offerings. The Chamber of Commerce operates the Visitor Center in Garrett County so data should be available for this facility and its services.

- **Protected Resources:** Monitoring preservation in the Heritage Area requires partnerships with government, preservation and conservation organizations, and sometimes property owners and businesses. It is important to note that Garrett County has extensive protected lands, being preserved by the federal, state, or local government. Steps toward providing protection in municipal areas not only includes the rehabilitation or restoration of historic sites and structures but also the development of local plans, policies, processes, and regulations related to heritage preservation. This includes the development of design guidelines and other standards, etc. sympathetic to historic preservation.

ACTION #7: INITIATE PERIODIC MAJOR IMPROVEMENTS

7.1: Ensure Major Reviews of the Heritage Program: The Chamber of Commerce Board of Directors will be responsible for periodic reporting and evaluation of the Heritage Program. Basic performance evaluations should be performed annually. These exercises should be used for a thorough and vigorous examination of progress. This includes a detailed review no later than Year 3 of the effectiveness of the Chamber as the management entity for the Heritage Area. The evaluations should address successes, partnership building efforts, ongoing issues and opportunities, return on investment, and whether or not the Heritage Program goals are being met.

Table 10-1 below outlines a proposed Five-Year Work Plan and schedule for managing the Heritage Area.

TABLE 10-1: MANAGEMENT – FIVE YEAR WORK PLAN AND SCHEDULE						
ACTION	TASK DESCRIPTION	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Action #1: Establish the Heritage Area Entity’s Organizational Structure	1.1: Acquire Certification of the Heritage Area	X				
	1.2: Formalize Organizational Recommendations	X				
	1.3: Initialize the Heritage Sub-Committee	X				
Action #2: Prepare a Detailed Business and Management Plan	2.1: Prepare Detailed Business and Management Plan	X	X			
	2.2: Prepare Year 1 Work Program	X				
Action #3: Solidify and Build Effective Partnerships	3.1: Plan Garrett County as a Heritage Destination	X	X	X	X	X
	3.2: Ensure Broad Partnership Representation	X	X	X	X	X
	3.3: Ensure Continual Communication and Outreach	X	X	X	X	X
Action #4: Prepare the Marketing Plan	4.1: Prepare the Marketing Plan with the MHAA	X	X			
Action #5: Prepare the Interpretive Plan	5.1: Develop Interpretive Plan with Key Stakeholders	X	X	X		
Action #6: Monitor Results and Adapt Program Performance	6.1: Develop Ways to Monitor the Heritage Program	X	X	X	X	X
Action #7: Initiate Periodic Major Improvements	7.1: Ensure Major Reviews of the Heritage Program			X		

10.2: STEWARDSHIP ACTIONS

The integrity of the Garrett County Heritage Area experience depends on the authenticity and quality of a region's heritage resources (see *Chapter 2: Heritage Resources*). Therefore, one pivotal component of any heritage area development strategy is preserving, protecting, and enhancing historic man-made resources and natural resources. Stewardship is the means by which these resources are protected as valuable physical commodities and investments in the region. This can occur through partnerships, coordination, financial and technical assistance, planning and regulation, as well as other incentives. Action strategies for historic resource preservation include the following:

- Work with the MHAA, partners, stakeholders, and the public to define the County's most important historic sites and structures and designate these as priority resources;
- Assist in listing important and identified historic sites and structures on the Maryland Inventory of Historic Places (MIHP), if such resources are not currently listed and are worthy of such listing in coordination with the Maryland Historical Trust (MHT) and MHAA;
- Support the listing of resources as well as the formation of Historic Districts, where appropriate and in coordination with the MHT and MHAA;
- Employ the Heritage Plan's detailed lists, maps, and inventories of heritage resources to assist stewardship efforts; and
- Consider preparing specific and detailed historic preservation plans for Garrett's municipalities, where appropriate and with local and State support.

ACTION #1: IDENTIFY AND ASSESS IMPORTANT HISTORIC RESOURCES

1.1: Identify, Evaluate, and Assess Historic Resources: Prior to establishing policies for assisting in the preservation and protection of historic resources, the Chamber should inventory, evaluate, and assess the most important resources in Garrett County (priority resources). First, determine where the most important historic resources are located in terms of tourism, using the Heritage Plan as a guide (see *Chapter 6: Heritage Area Boundaries*). Consider providing targeted assistance through the Heritage Program for identified special resources approved by the MHAA. This includes examining their present condition and relationship to the County's broader goals and objectives for heritage preservation and tourism (i.e. are they key resources, are they open to the public, do they assist tourism, etc.).

Working with partners, the Chamber should evaluate and assess heritage resources following this Plan's adoption and certification by the State. It is important to note that this process seeks to quantify and qualify heritage resources to develop a list of priority resources. It determines issues and opportunities in relation to historic sites and structures and advocates working with partners to develop effective strategies to improve preservation and protection. This process should describe key resources based on accepted MHAA criteria. This includes a process for how resources and projects are selected and chosen based on uniform criteria and standards.

1.2: Ensure an Accessible Inventory: Following the process of identification for priority resources, the Chamber of Commerce should develop an “in-house” inventory. A good mapped inventory of priority historic resources provides a baseline for policy and regulatory development as well as tracking the improvement of such resources. Keeping this inventory “up-to-date” is important. This also can improve future data collection and record-keeping for management. It also assists with measuring Return On Investment (ROI). Resource surveys also offer an opportunity to showcase heritage sites and structures to partners, stakeholders, and officials.

The Chamber should consider developing a special Geographic Information System (GIS) for heritage resources based on data developed as part of this Heritage Plan (some data already exists and other data can be developed by the Heritage Program Manager). This includes linking data with larger Heritage Area initiatives (project locations, restoration areas, etc.). One effective way is to consider using a spatially enabled database management system that can simply access information, pictures, and maps through standard query forms. The purpose is to provide eventual Web-based interactive maps for use by governments, organizations, property owners, and tourists. As an important and early action strategy, developing such a GIS is recommended once the priority resources assessment is complete.

1.3: Raise Public Awareness for Historic Resources: According to an analysis performed as part of this Heritage Plan, using *Maryland Property View* to identify the year structures were built in the County, there are approximately 2,103 potential historic structures in the Heritage Area. Approximately, 1,423 of these structures are described as being in “poor condition” 295 structures are in “good condition” and five (5) are in “excellent condition.” Some 145 structures do not contain data. Much of Garrett County’s historic structures are in poor condition (some 67%). This includes structures located in municipalities and rural villages as well as the unincorporated areas in the County. In particular, historic resources located further away from the tourism nexus of McHenry and Oakland are noted as being in poorer condition.

In order to address this decline, the restoration, revitalization, and adaptive reuse of historic structures should be encouraged in the Heritage Area. Where appropriate, efforts should be assisted by the Chamber of Commerce. Some important conclusions regarding the state of historic structures in Garrett include the following:

- Historic structures are important for preserving Garrett's links to the past, particularly key character defining buildings within the natural landscape.
- Historic structures support the tourism economy, which is currently a large source of revenue generation for the County.
- Many significant historic structures have been lost with time being either ruined or demolished.
- Many more historic structures in the County are currently endangered.
- Adverse weather conditions, combined with the high cost of improvements, have left some of these structures in a state of severe deterioration.

- Heightened preservation actions and initiatives are important to save what remains of the County's historic resources.

Raising public awareness concerning the condition of the County's historic resources is needed. Therefore, directly interacting with government officials, organizations, and property owners is an important stewardship strategy. The Chamber should consider renting a van or small bus to take partners and officials on driving tours of the County to highlight the importance of preservation and protection. Offer lunch or dinner and discuss the important topics related to heritage preservation and tourism in Garrett.

ACTION #2: PROTECT IMPORTANT HISTORIC RESOURCES

2.1: Preserve Important Historic Sites and Structures: Garrett County has 22 historic sites and structures listed on the National Register of Historic Places (NRHP). In addition, there are two "Historic Districts" – one in the Town of Oakland and one in Mountain Lake Park, where concentrated heritage resources are located. Communities eligible for listing as historic districts on the NRHP include the towns of Grantsville, Friendsville, and Deer Park, in addition to many rural villages located in the County such as Bloomington, Sang Run, and Crellin (see *Chapter 2: Heritage Resources*).

The Chamber of Commerce should consider the preservation of NRHP sites and structures and those with State historic easements as priority resources. These sites and structures have local, state, and national significance. To ensure this objective the Chamber should:

- Work closely with partners for the continued preservation of key historic sites and structures.
- Assist organizations and individuals to preserve key historic sites and structures, which may include grant and technical assistance, low-interest loans, tax credits, planning and regulatory mechanisms, and other local incentives (if approved by the MHT and MHAA).
- Ensure that assistance is available for organizations, individual property owners, and businesses to achieve official listing on the NRHP or MIHP, where appropriate and approved, and to access tax credits and other Heritage Program benefits for preservation.
- Ensure that key historic sites and structures are carefully considered as a criteria, when selecting projects for future funding (see *Chapter 6: Heritage Area Boundaries*).

2.2: Use Incentives to Enhance Preservation and Protection Efforts: Garrett County's historic sites, structures, and communities form the basic infrastructure or engine for economic development and heritage tourism. Preserving and protecting these resources is critical. In order to accomplish heritage preservation efforts, many federal and state programs can offer assistance. The Chamber should encourage historic resource listings, where appropriate and approved. This includes individual listings as well as historic districts. The development of an assistance guide is one way to promote the Heritage Area. It can provide critical information on historic preservation assistance programs to local governments, historic preservation organizations, and property owners. At a minimum, the Chamber of

Commerce should provide information regarding the MIHP/NRHP listing process and, in some cases, directly assist property owners and developers with this process if such listing will achieve the goals and objectives of the Heritage Plan (e.g., assisting heritage tourism-related businesses and organizations). Land trusts, Habitat for Humanity, and local developers seeking to rehabilitate historic buildings for resale can be important partners (see *Chapter 7: Heritage Area Stewardship*).

ACTION #3: SUPPORT STEWARDSHIP IN TOWNS AND RURAL VILLAGES

3.1: Assist Historic Preservation Efforts in Rural Villages and Municipalities: Several plans have been prepared to address land use, growth management, and preservation in municipalities. This includes recent comprehensive plan updates and the *Garrett County Municipal Community Legacy Plans*. A common theme in all of the municipal plans is preserving historic, cultural, and natural resources. This appears to be a central community goal for all towns. Universal recommendations in the municipal plans indicate recognition on the part of local governments that more must be done to sustain the intrinsic characteristics of heritage resources. These recommendations include developing the following:

- Historic district design guidelines to assist property owners in the proper rehabilitation of their buildings;
- New infill and redevelopment construction guidelines that are sympathetic to historic preservation goals; and
- A local façade grant program for property improvements in the commercial districts.

Partnerships through planning are important because these efforts build consensus. Compromise is always the key to success. For the Chamber this means working directly with partners, the general public, government, and community leaders and stakeholders. The purpose is to prepare consistent plans. This will help actualize community visions for the future and the vision for the Heritage Area. Some examples of plans having heritage preservation and tourism elements include community land use plans (comprehensive plans, strategic revitalization plans, master plans, etc.); historic preservation plans; design guidelines and manuals; resource conservation plans; recreation and parks plans; economic development plans; marketing plans; and many other specific plans for projects.

Concentrated resource areas such as town and rural villages are important for preservation, protection, and project programming. These areas are designated as Target Investment Zones (TIZ's) in the Heritage Plan (see *Chapter 6: Heritage Area Boundaries*). The Chamber should work with its municipal partners to assist historic preservation efforts in towns because these areas have the largest resource concentrations. Raising public awareness and providing assistance to towns, where appropriate, can achieve many Heritage Area goals and objectives. The Chamber also should ensure a fair process for project selection and project funding in TIZ areas. This may require having detailed historic preservation plans first for TIZ's, which can examine feasibility plans and/or engineering and design reports for projects.

3.2: Assist with the Development of Historic Preservation Plans, Policies, and Regulations: The Chamber of Commerce may wish to directly assist in the development of specific historic preservation plans for TIZ's such as towns. These plans can outline preferred policies and recommendations for consideration in regards to regulation. Tools for heritage preservation range from voluntary programs to mandatory regulation.

Choosing the right set of tools is essential for success. In cases where little to no regulation exists and property rights are strong, local communities may wish to rely on individual property owners to list their properties on the NRHP or develop an incentive-based approach to heritage preservation and growth management. In areas that wish to provide maximum protection, creating a historic district overlay zone and historic district commission may be preferred. In some communities, a mixed approach is more suitable to mandatory regulation. Mixed programs are the middle path, whereby communities opt to create a local heritage program or develop basic heritage preservation tools that are less onerous than a historic district ordinance, overlay zone, and mandatory Historic District Commission. These types of approaches usually center on incentive-based approaches for property owners, but also can include some guidelines and regulations such as infill and redevelopment zoning provisions, impact studies, and design standards/guidelines, which are written into a local government's zoning ordinance. In combination with incentives, specific zoning controls often are used. These can include infill and redevelopment guidelines; specific height, mass, and bulk requirements; or buffering requirements and retention of landscaping to protect site features.

In many cases, impact studies can be required, such as archeological assessment plans, environmental impact plans, demolition impact plans, etc. Impact plans describe how the developer or land owner will mitigate impacts to resources. All of these types of approaches can be administered by a community's Planning Commission. The purpose is to provide some level of protection for heritage resources and allow property owners to access the many benefits associated with preserving heritage resources. This primarily includes federal and state tax credits. However, it also may include low-interest loans for businesses and direct assistance grants. The Chamber should consult with the MHAA and land planning professionals for this effort.

3.3: Consider Innovative Ways for Preserving Historic Sites and Structures in Towns: The Chamber of Commerce, as part of its broader heritage programming effort, should seek to link heritage resources, resource planning, and resource stewardship with interpretation, education, economic development, and marketing and advertising. By working with partners, the Chamber can effectively design programs that work to achieve the basic goal of the Heritage Area and the State's Heritage Area legislation, enhancing heritage preservation and increasing tourism to create sustainability. In this regard, true public and private partnerships are needed because the private sector is the job creator and the economic engine. Simply providing technical and financial assistance as well as general support to government, communities, groups, and property owners can go a long way. In particular, the Chamber should take the time to reach out to all those businesses involved in heritage tourism as well as property owners that have important resources.

Build a “Place” as Opposed to Just Building:

Considering the tone of recommendations from the *Garrett County Municipal Community Legacy Plans*, the most realistic expectation for additional stewardship measures by the towns, in the near term, is through design guidelines and incentives. The purpose is to build a place with a unique identity by preserving the links to the past. In this regard, history, culture, architecture, and social character are keys to place making. The Chamber of Commerce should directly assist in design efforts to ensure sympathy for historic structures.

As stated in many of the Community Legacy Plans, guidelines should be user friendly. This includes a voluntary approach, appealing to the average property owner and tied to a financial incentive program. According to the Community Legacy Plans, as residents begin to understand the value of such guidelines, implementation can be mandated through an amendment to municipal zoning ordinances. Places like Oakland and Mountain Lake Park have National Register Historic Districts but have not adopted zoning provisions applicable to these areas as per §8.01 through 8.17, Article 66B of the Annotated Code of Maryland. The *Legacy Community Strategic Plan: Mountain Lake Park, Maryland* recommends that the Town establish a historic landmarks commission and seek *Certified Local Government* designation, which would require that the Town establish and maintain a qualified historic preservation commission, enforce local legislation for the designation and protection of historic properties, and maintain a system for the survey and inventory of historic properties. Thus far, no municipality has adopted such guidelines, much less applied for status as a certified local government.

Consider a Wide-Range of Tools: The trick for success when building a place is understanding what tools are needed for each unique area, including specific policies and/or regulations, funding for projects, program development, etc. The Chamber of Commerce should assist TIZ areas to develop such tools. Tools help achieve goals and objectives, taking it from a conceptual basis to reality through implementation. One tool to a successful local heritage program is the adaptive reuse of historic resources for community revitalization and economic development. In many cases, it is cheaper to rehabilitate an existing building than construct a new one. A good example is the Cornish Manor in Oakland, which has been turned into a very successful restaurant. Adaptive reuse plays a large part in a community’s effort to maintain heritage resources and promote business. This could include turning an old building from a house into a business, office building, museum, etc. A wide array of funding sources can be used to “sweeten the pot” for property owners and developers.



SOURCE: Peter Johnston & Associates

ACTION #4: SUPPORT STEWARDSHIP IN GARRETT COUNTY

4.1: Support Garrett County Plans, Programs, and Regulations: Land stewardship includes preservation and conservation of the natural resources that help define the Heritage Area’s unique identity. It is not the primary function of the Chamber to directly engage in land stewardship actions but rather to partner, where appropriate, with stewardship groups to advance the goals and objectives of the Heritage Plan related to stewardship (see *Chapter 7: Heritage Area Stewardship*). The following land preservation strategies and plans can provide a blueprint for stewardship:

- Support government plans such as the *Garrett County Comprehensive Plan* (Comprehensive Plan), the *Garrett County Land Preservation and Parks and Recreation Plan* (LPPRP), and other County plans, policies and regulations related to land stewardship.
- Ensure that federal, state, and local plans are considered when determining the efficacy of strategies for land stewardship.
- Support government agencies in the protection of important natural resource lands, especially land that provides for the preservation of large contiguous blocks in the County with high resource value.
- Support the objectives of the State’s Green-Print, Open Space, and the Green Infrastructure programs to develop a linked system of protected lands, wildlife areas, green corridors, greenways, trails, and water trails in the County.
- Support development of state and local government parks, recreation areas, and open space where such offerings provide recreation opportunities for visitors and residents alike.
- Support private and semi-public conservation organizations in Garrett County, where appropriate, such as land trusts like the Allegheny Highlands Conservancy (AHC) and the Maryland Environmental Trust (MET).
- Support trail organizations and trail development in Garrett County, including hiking and walking trails, bikeways, and water trails.

The key to the future success of the Garrett County Heritage Area is sustaining and enhancing heritage tourism. This includes the protection of the many natural and scenic settings in which the region’s key heritage resources are located. Protecting the region’s landscapes and scenic views is important as a major contributing factor to the aesthetic, scenic quality, and overall character of the County that attracts visitors.

4.2: Support Protected Public Lands: The preservation, conservation, and protection of land and natural resources in Garrett County often directly occur through the public or private purchase of land and structures for resource management. This is largely a function of government, and preservation occurs through easement acquisitions. However, the Chamber should support efforts to protect land as a public resource.

4.3: Assist in Preserving the Appeal of Scenic Byways: Scenic byways in Garrett County, and across Maryland, seek to preserve distinct resources located along these designated transportation routes as

well as providing important links by and between heritage resources. The purpose is to assist Maryland tourism efforts and promote roadway safety and wayfinding. Much of the scenic byway effort is funded through federal transportation funds and the program is administered by the Maryland State Highway Administration (SHA). Land subdivision along these scenic roads is required, to the greatest extent possible, to preserve scenic views and the rural character. Development sites will adhere to design guidelines.¹The Chamber of Commerce should coordinate heritage initiatives along Scenic Byways with the SHA Scenic Byway Administrator.

4.4: Support Greenway and Trail Development: Trails offer important pedestrian linkages in the Heritage Area. Trails provide access to the County’s scenic richness for residents and visitors alike. Trails are a major tourism draw and consequently the stewardship of trails is important for the Garrett County Heritage Area. Stewardship includes the management and maintenance of existing trails as well as the acquisition of land for new trails. Some areas of focus the Chamber of Commerce should pursue include:

- Supporting trail groups and other organizations. These groups and organizations are dedicated to trail development and maintenance. Volunteers also are necessary. Groups like Garrett Trails, made up largely of volunteers, make ideal partners.
- Working with trail partners to implement the recommendations of Garrett’s trail plans (i.e. a contiguous network system of trails, greenways, and waterways). Existing trails are mostly located in State Parks and Forests and are maintained by different trail groups and volunteers. The purpose of planning is to unite groups in a coordinated and unified effort to develop and sustain key trail links. Future trail success depends on developing new connections. Of particular importance are connections to the Allegheny Highland Trail System in Pennsylvania and Maryland.

Work with partners to integrate heritage resources and eco-tourism. This task involves such things as physical links between the trails to the towns and heritage sites (Trail-Towns concept). It also includes actions to enhance interpretation along the trails, signage and wayfinding assistance, cross-marketing, visitor facilities and services, and e-awareness. Initiatives to achieve this objective should be coordinated at the regional level, e.g., involving partners from Maryland, Pennsylvania, and West Virginia. A good source of guidance for a multi-jurisdictional initiative to link trails, towns, and heritage tourism is the Great Allegheny Passage (GAP), a 132-mile system of biking and hiking trails that connects Cumberland, Maryland to McKeesport, Pennsylvania, near Pittsburgh.

Table 10-2 below outlines a proposed Five-Year Work Plan and schedule for stewardship in the Heritage Area.

¹§ 159.123 Development Abutting Scenic Byways, Garrett County Subdivision Regulations, June 2010

TABLE 10-2: STEWARDSHIP – FIVE YEAR WORK PLAN AND SCHEDULE						
ACTION	TASK DESCRIPTION	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Action #1: Identify and Assess Important Historic Resources	1.1: Identify, Evaluate, and Assess Historic Resources	X	X	X		
	1.2: Ensure an Accessible Inventory			X	X	
	1.3: Raise Public Awareness for Historic Resources	X	X	X	X	X
Action #2: Protect Important Historic Resources	2.1: Preserve Important Historic Sites and Structures	X	X	X	X	X
	2.2: Use Incentives to Enhance Preservation and Protection Efforts	X	X	X	X	X
Action #3: Support Stewardship in Towns and Rural Villages	3.1: Assist Historic Preservation Efforts in Rural Villages and Municipalities	X	X	X	X	X
	3.2: Assist with the Development of Historic Preservation Plans, Policies, and Regulations	X	X	X		
	3.3: Consider Innovative Ways for Preserving Historic Sites and Structures in Towns	X	X	X	X	X
Action #4: Support Stewardship in Garrett County	4.1: Support Garrett County Plans, Programs, and Regulations	X	X	X	X	X
	4.2: Support Protected Public Lands	X	X	X	X	X
	4.3: Assist in Preserving the Appeal of Scenic Byways	X	X	X	X	X
	4.4: Support Greenway and Trail Development	X	X	X	X	X

10.3: INTERPRETATION ACTIONS

Interpretive facilities and events represent opportunities to partner with existing heritage organizations in Garrett County for the purpose of telling the County’s story (see *Chapter 8: Heritage Area Interpretation*). This includes entertaining and educating visitors and residents alike, while also marketing the Heritage Area to the outside world. Action strategies will assist in maintaining the integrity and authenticity of the Garrett County Heritage Area and include the following:

- Working with interpretive facility partners and stakeholders to develop unifying Heritage Area themes and sub-themes to improve the general interpretation in the Heritage Area.
- Working with educational institutions to research the history and culture of Garrett County for educational and interpretive purposes.
- Developing the Garrett County Heritage Area, and its interpretive facilities and services, as a county-wide heritage attraction that includes all of the communities and rural areas in the Heritage Area.
- Maintaining the integrity of the Garrett County Heritage Area by strengthening the County’s cultural traditions and the authenticity of the heritage experience in Garrett.
- Recognizing and designate a network of local and related interpretive facilities and services from primary tourist facility locations.

- Coordinating interpretation projects, programs, and activities between existing interpretive facilities, and develop the current network of interpretive sites into a more cohesive set of tourism information and visitation centers.
- Coordinating interpretation and education between existing interpretive facilities and new heritage venues within the Garrett County Heritage Area such as the proposed Transportation Museum (Garrett County Historical Society) in Oakland.
- Assisting in the development of specific interpretive plans, exhibits, displays, and other programs for existing and new heritage venues that will effectively portray the “story” of the Garrett County Heritage Area.

ACTION #1: PREPARE A DETAILED INTERPRETIVE PLAN

1.1 Partner and Support Key Interpretive Facilities: A detailed and specific *Interpretive Plan*, prepared with stakeholders and partners, can focus on prioritizing the Heritage Area’s stories. It can support a central orientation of sites as well as specific place-based interpretive venues like the Historical Society Museums, the Chamber of Commerce Visitor’s Center, and the Baltimore & Ohio Train Station and Museum. Interpretive strategies should focus on telling a set of related stories along the Heritage Area corridor and node system (see *Chapter 8: Heritage Area Interpretation*).

The Heritage Plan recognizes that several key interpretive facilities exist. Such interpretive venues are important visitor sites and resources within their respective communities and are critical for the success of the Heritage Area and developing the Interpretive Plan. This includes the following, which are the most highly developed interpretative centers in the County:

1. *The Chamber of Commerce Visitor’s Center:* The Visitor’s Center currently acts the prime discovery center for heritage tourism in Garrett County. It orients visitors to the County’s many attractions and resources. It is located near Deep Creek Lake, which is the County’s primary attraction and where most tourists visit when first entering to the County.
2. *Spruce Forest Artisan Village, Stanton Mill Complex, and Casselman River Bridge and State Park:* Located near Grantsville, Maryland, this important set of interpretive facilities highlights Garrett County’s association with Braddock’s Road and the National Road. This resource has the potential to become a huge tourism draw for the County.
3. *The Museums in Oakland, Maryland:* Museums in Oakland, Maryland include the Baltimore & Ohio (B&O) Railroad Museum, the Historical Society Museum, and the currently planned Transportation Museum. Oakland’s historic downtown, an active arts community, and Main Street businesses also are a critical part of the Heritage Area.

These three interpretive sites/areas, more than others in the Heritage Area, have the potential to immediately enhance Garrett’s Heritage Area and heritage tourism based industry. They also have the potential to effectively centralize venues and interpretation to market attractions to the outside world.

1.2 Develop an Interpretive Plan with Stakeholders and Partners: The Interpretive Plan can be useful because interpretation occurs at both public and private venues. Private operations such as WISP, Adventure Sports, and even local restaurants and shops can benefit from a unified Interpretive Plan that tells the true story of Garrett County. In addition, the Plan could offer a basis for local hospitality and docent training at the Community College. The Interpretive Plan should be developed in concert with key heritage area partners involved in interpretation, such as the Garrett County Historical Society, the Friend Family Library and Museum, the Grantsville Museum, the Garrett County Arts Council, Trail Organizations, the Garrett County Board of Education, and Garrett County Community College, as well as identified private partners such as the Savage River Lodge, WISP, and Adventure Sports. Interpretation should be a key focal point for the consideration of priority resources and projects.

ACTION #2: DEVELOP AN AUTHENTIC INTERPRETIVE FRAMEWORK

2.1: Develop Heritage Products that Support the Interpretive Framework: Interpretation and education are critical aspects of Heritage Area management. In particular, interpretation is the unifying element for heritage area development, whereby education becomes the product of interpretation. Thematic development for interpretation begins with defining broad themes and subsequent sub-themes. This is how the interpretive framework is constructed. This Heritage Plan provides an initial interpretive program or framework (see *Chapter 8: Heritage Area Interpretation*), which can be used to coordinate and market attractions. However, this framework may be inadequate, and a detailed Interpretive Plan, developed with stakeholders and partners is recommended at a future date. Essentially, the Interpretive Framework uses exhibits, illustrations, maps, guides, brochures, booklets, kiosks, physical site markers, and other such heritage products to link history, resources, and Heritage Area development efforts (see *Chapter 9: Heritage Area Marketing*).

2.2 Develop a Heritage Area Network System for Promotion and Communication: The most important aspect of interpretation is linking existing sites such as parks and recreation areas, trails and bikeways, the Baltimore & Ohio (B&O) Railroad Station, and the Spruce Forest Artisan Village and Stanton Mill Complex, etc. Under this proposed Interpretive Framework, the Chamber should seek to:

- Develop a network system (including a central database) of tourism facilities and services, heritage resources, and interpretation nodes along physical linkages and within population centers.
- Develop a comprehensive and interactive digital mapping system, which provides a link to the database on facilities and services, historic sites and structures, and heritage tourism features and attractions in Garrett County (including public sites, events, museums, etc.).
- Prepare and maintain a historic sites map and brochure at the Garrett County Chamber of Commerce that shows the location of Garrett County's most important heritage resources with interpretive themes to guide, educate, and entertain tourists.
- Work with local partners such as the County, municipalities, trail organizations, historical societies, and arts organizations to determine appropriate interpretive linkage locations and products.

- Develop a broad physical wayfinding system for the entire Garrett County Heritage Area that includes historic sites, businesses, and other resources open to the public.
- Assist Garrett trail and greenway organizations to link trail systems to the broader and more cohesive interpretive framework and wayfinding system to enhance heritage preservation, education, and tourism.
- Prepare an interactive web-based program with maps and other information on physical sites and resources to assist tourists in exploring Garrett’s rich history and culture when visiting.
- Develop interactive driving tours and a hardcopy/glossy guide for local and regional heritage resources, arts and crafts, and other heritage related businesses (see Figure 2-1 above).
- Consider producing a large coffee table book of historic sites, structures, barns, and scenic areas in Garrett County to promote the Heritage Area.
- Modernize all Heritage Area information, offerings, and attractions for easy web-access, which can assist tourists, local property owners, businesses, organizations, and government.

2.3: Raise Public Awareness and Promote the Heritage Area through Interpretation: Raising public awareness about Garrett’s unique and rich heritage is critical. It has the potential to aid in protecting and enhancing local quality of life by conserving and promoting the County’s unique mix of historical, cultural, and natural resources. The Chamber should consider developing and using the various primary and sub-themes to tell the story of the County as a western frontier region. This may include developing walking tours, driving tours, interactive exhibits, markers, and other interpretive media such as tapes and compact disks to present the “western frontier” theme. This also should include identify and highlight indoor and outdoor interpretive opportunities.

Table 10-3 below outlines a proposed Five-Year Work Plan and schedule for interpreting the Heritage Area.

TABLE 10-3: INTERPRETATION – FIVE YEAR WORK PLAN AND SCHEDULE						
ACTION	TASK DESCRIPTION	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Action #1: Prepare a Detailed Interpretive Plan	1.1 Partner and Support Key Interpretive Facilities	X	X	X	X	X
	1.2 Develop an Interpretive Plan with Stakeholders and Partners			X	X	
Action #2: Develop an Authentic Interpretive Framework	2.1: Develop Heritage Products that Support the Interpretive Framework			X	X	X
	2.2 Develop a Heritage Area Network System for Promotion and Communication		X	X		
	2.3: Raise Public Awareness and Promote the Heritage Area through Interpretation	X	X	X	X	X

10. 4:MARKETING ACTIONS

Currently, the Chamber of Commerce is the “Destination Marketing Organization” (DMO) for Garrett County. As the DMO, the Chamber is the lead agency for tourism. It also is important to note that the Chamber:

- Maintains existing public and private partners, while constantly seeking new partnerships;
- Receives annual funding from County government for tourism;
- Acts as a central conduit for businesses, public entities, and tourism services;
- Has an existing tourist facility (the Visitor’s Center at McHenry);
- Maintains a communications website with an extensive business database and links;
- Has Geographic Information System (GIS) mapping capability to assist with wayfinding; and
- Maintains administrative, marketing, and advertising specialists on staff.

ACTION #1: EXPAND THE CHAMBER OF COMMERCE WEBSITE AND VISITOR CENTER OFFERINGS

1.1: Update Information Outlets to Include the Heritage Area and Program:The Garrett County Chamber of Commerce’s [Official Website](#) is the marketing and advertising portal for tourism in Garrett County. From this website, potential visitors can explore links to details about the attractions that Garrett County has to offer. This key communications venue should be used to highlight the County’s heritage and increase the traveling public’s exposure to heritage attractions and events. In order to meet the needs of the Heritage Program, this website will need to be expanded to include pertinent information for tourists interested in learning more about Garrett County’s history and culture.

An element of this task includes creating links to existing web pages for the heritage attractions. Partners and managers of heritage attractions should be consulted to determine how their attractions should be displayed on the website. Specific actions for this task may include:

- Placing the calendar of events in a more visible location;
- Expanding the calendar of events to include more heritage venues;
- Posting periodic updates and news concerning the heritage area (possibly a monthly newsletter);
- Setting up a separate counter to measure changes in usage of the website heritage sections;
- Encouraging partners to develop and/or enhance local websites; and
- Expanding the Deep Creek Lake Guide.

Additional brochures, videos and other promotional materials should be prepared and made available in the Visitor’s Center building. A good example of the type of material that should be developed is the [Deep Creek Lake Guide](#), which does a fantastic job of providing an online and printed source of information on area businesses, attractions, events, and programs. This guide could be expanded to provide more information about the historic and cultural attractions in the County. Eventually, the Chamber of Commerce should consider creating a similar guide to specifically showcase heritage related

attractions and events. With the template already created and working today, this should be a fairly simple task and can be an early focus.

ACTION #2: DEVELOP THE GARRETT COUNTY HERITAGE AREA BRAND IMAGE

2.1: Develop an Official Heritage Area Brand and Slogan: Development of a branding strategy is part of creating a unique identity for the Garrett County Heritage Area. Branding includes developing a unifying image such as a logo, a slogan, or a catch phrase. These often appear on digital and print materials including signs and story boards at interpretative venues (see *Chapter 9: Heritage Area Marketing*).

Decisions about effective means of branding, image development, and other aspects of identity will be aided by developing a specific *Marketing Plan* (Years 1 to 2). Early focus should be the development of a logo and slogan that can be placed on all materials created for public consumption. Production runs of any printed materials or products utilizing the logo and/or slogans should be limited until final branding devices are determined.

ACTION #3: ESTABLISH A PRESENCE ON SOCIAL NETWORKING SITES

3.1: Use Social Networking: Social Networking is a communications phenomenon, presenting opportunities for the Chamber to establish and maintain links with partners and tourists. Social networking venues may include, but are not limited to, Twitter, Facebook, MySpace, FriendWise, FriendFinder, Yahoo! 360, Orkut, and Classmates.

The Chamber can utilize social networks as a means of communication with markets and partners. This two-way communication device also allows visitors to share experiences among each other and with the Chamber. These venues provide the ability to produce real-time marketing and promotion of attractions, events and programs. These venues also can be used to inform visitors about attractions provided by heritage area partners and goods and services provided by “Friends” of the Heritage Area. Through the use of a Facebook page and Twitter accounts, all of these groups can gain exposure in the virtual media realm. For example, upcoming heritage events could be the subject of tweets. These social networks present an opportunity for increased market exposure, promotion of events and programs, and even cross marketing (i.e. package tours) with other Heritage Area destinations. Specific actions for this task may include:

- Determining which sites will provide the greatest tourism benefits;
- Producing several alternative designs for the site;
- Preparing information for inclusion on the page; and
- Promoting development of the page through other media outlets.

ACTION #4: CREATE A “FRIENDS OF THE HERITAGE AREA” GROUP

4.1: Create New Partnerships in the Semi-Public and Private Sectors for the Heritage Area: Establishing strong grass roots support for the Garrett County Heritage Program should be a primary Year 1 marketing activity. For example, the Chamber of Commerce could establish a membership program, *Friends of the Garrett County Heritage Area*. The “Friends” network will form the program’s local foundation and should include businesses that can benefit from increased tourism, non-profit organizations, and citizens that support the goals and objectives of the Heritage Program. A concerted effort to meet with as many potential Friends as possible is warranted. One objective is to have every business or service that supports, and may benefit from, increased heritage tourism be included in the heritage area Friends network. Initial meetings should include a summary of the heritage initiatives (handouts) and include a discussion of the ways Friends can benefit from membership (service offerings). For example, a potential benefit for business Friends could be discovering opportunities for cross marketing and mutually supportive services.

The Chamber of Commerce will need to develop appropriate educational hand-outs to give to Friends, which include a list of services that the Chamber can provide. The Chamber also must be mindful of how it can benefit Friends in its marketing and use of the internet and social networking capabilities. Building the Friends network will be an ongoing marketing task (Years 1 through 5). Initial focus should be on small businesses (not already covered by Chamber marketing) and corporate sponsors. Friend’s membership dues will help the organization become sustainable. Dues should be based on a sliding scale, tied to the ability to pay. Potential Return on Investment (ROI) also is a factor for consideration. Specific actions for this task may include:

- Creating promotional and educational hand out materials;
- Developing a list of potential Friends;
- Developing an application fee/contribution schedule; and
- Scheduling meetings including face-to-face “meet and greets” with businesses.

ACTION #5: PREPARE A MARKETING PLAN WORK PROGRAM

5.1: Prepare a Marketing Work Program: A key task in Year 1 is the preparation of a specific *Work Program* for marketing. The actual preparation of the *Marketing Plan* is likely a second year task but consideration of a work scope should begin immediately. This effort can use the Chamber’s existing Marketing Plan, which should also be integrated with any future marketing plans for the Heritage Area and heritage tourism.

Guidelines for a Marketing Plan are provided by the [Maryland Heritage Areas Authority](#) (MHAA). The MHAA model will need to be customized so the heritage marketing initiatives integrate seamlessly with the Chamber’s existing marketing plan. This will require considerable thought about the tasks to be performed and areas of focus. Specific actions for this task may include:

- Obtaining the MHAA guidelines for preparation of Marketing Plan;
- Preparing a draft work program based on the MHAA guidelines;
- Seeking comments and suggestions of the MHAA;
- Finalizing a draft work scope and estimating funding requirements and potential sources of funding;
- Completing a “Cultural Data Profile,” which is an application requirement; and
- Apply for marking grant and setting up a process for grant administration and management.

ACTION #6: DEVELOP CRITERIA TO MONITOR PERFORMANCE OF ATTRACTIONS AND ACTIONS

6.1: Monitor Performance for Marketing Strategies: Monitoring results from the implementation of strategies, including marketing strategies, is critical for Heritage Program refinement. Measuring the effect of marketing initiatives and gathering data concerning performance will enable the Chamber of Commerce to adjust program priorities and determine return on investment. For example, a documented increase in stays could indicate that an investment in promotion of bed and breakfast accommodations in the County has been effective. A net gain in overnight stays over the previous year could be quantified (in dollars) and compared against promotion costs to determine if the return on investment is positive. Specific actions for this task may include:

- Determining the most effective ways for partners to measure change;
- Developing an information system to keep track of data;
- Providing pertinent information to partners as feedback; and
- Making changes to the marketing strategy based on findings from performance indicators.

ACTION #7: PREPARE HERITAGE AREA MARKETING PLAN

7.1: Prepare the Heritage Area Marketing Plan: Certified Heritage Areas must complete a Marketing Plan. This must be completed in order to be eligible for funding in regards to marketing activities from the State. As part of the application process, the Chamber will need to develop a *Cultural Data Profile* through the [Maryland Cultural Data Project Website](#). According to the MHAA, the Cultural Data Profiles are a statewide data collection effort for cultural and arts organizations. The program is designed to provide an easier grant application process through the use of a standardized form for reporting applicant financial and organizational data. Further, applicants applying to more than one of the participating grant-giving programs will only need to complete this form once each year. According to the MHAA application information, the Marketing Plan should include information about the following types of activities:

- Administrative activities;
- Sales and Marketing activities;
- Development activities;
- Research;
- Destination Resource Management;

- Special Events/Promotion;
- Publications;
- Welcome Centers;
- Workforce Education and Training Program;
- Information Technology; and
- Professional Staff Development.

It will be important to involve key stakeholders and partners in the development of the work scope and Market Plan process. Specific tasks for this strategy include:

- Obtaining grant and matching funds;
- Finalizing the work program;
- Soliciting proposals; and
- Commencing projects.

ACTION #8: UTILIZE AND EXPAND ON CURRENT MEDIA RELATIONS

8.1: Effectively Use Existing Media and Expand Media Relations: Establishing and maintaining relations with media outlets such as newspapers, magazines, and television and radio stations will become more important once the Heritage Program is established. While the Chamber of Commerce currently maintains relationships with many of the media outlets in the County, it is important to establish an understanding for the modified focus on heritage tourism. It will be important for staff to develop productive long term relationships with media outlets that can promote heritage attractions, events, programs, and projects. Make it easy for media to understand the goals and objectives of the Heritage Program by preparing pre-packaged materials, e.g., a press kit, that can be used in conjunction with periodic news pieces. Specific actions for this task may include:

- Establishing contact with all local media outlets;
- Preparing press kits and distributing them to all media outlets;
- Sending periodic news worthy stories and inviting media to cover heritage events; and
- Addressing a comprehensive media strategy in the Marketing Plan.

Media should focus on offerings including heritage attractions and events. It is important to note that food related products and services are a large underserved market in Garrett County with tremendous potential. Media focused in urban areas should highlight Garrett’s unique food offerings like Zaiser Meats in Accident or local agriculture wholesalers like Firefly Farms cheeses (see *Chapter 4: Economic & Tourism Overview* and *Chapter 9: Heritage Area Marketing*). It also should highlight restaurants particularly those with a heritage focus like Savage River Lodge, the Cornish Manor, the Deer Park Inn, etc. These are unique food venues that can draw visitors to the area.

ACTION #9: ESTABLISH COMMUNICATION LINKS WITH REGIONAL PARTNERS

9.1: Create a Communications Network with Regional Partners:The fledgling Heritage Area can benefit from the experience of organizations that have gone before it. Many of Garrett’s surrounding counties such as Allegany, Washington, and Frederick have a significant focus on eco and heritage tourism. Some of these initiatives are in coordination with other states such as Pennsylvania and West Virginia. In addition, establishing communication links in surrounding urban areas like Washington D.C., Baltimore, Pittsburgh, and Richmond will allow for more effective networking, cross marketing, and advertising. In particular, Western Maryland, Pennsylvania and West Virginia are rich in Civil War history. This includes Antietam, Gettysburg, and Harper’s Ferry national battlefield parks. These areas provide key cross-marketing opportunities for Garrett County. Civil War history is one of the most important draws for heritage tourism with millions of people visiting these areas every year. Entertainment areas in neighboring states, such as casinos, also are cross marketing niches (Charlestown Slots etc.).

National organizations such as the *Great Allegheny Passage (GAP)* have a significant focus on eco and heritage tourism through the development of trail tours linked to heritage towns that can provide services, facilities, and trail heads. Heritage staff should take every opportunity to meet with these groups and compare notes on successes and failures (e.g., at state and/or regional conferences). The GAP is a 132-mile system of biking and hiking trails that connects Cumberland, Maryland to McKeesport, Pennsylvania, near Pittsburgh. Garrett trail plans demonstrate the County’s desire to link all parts of the County through a contiguous network system of trails, greenways, and waterways. Informal networking with staff from other Maryland Heritage Areas may be useful. These venues present opportunities to promote Garrett County’s heritage attractions and identify opportunities for cross marketing. Groups and organizations to consider include:

- Maryland Heritage Areas Authority’s consortium of Heritage Areas;
- Maryland Office of Tourism;
- Neighboring Counties;
- State and Federal officials;
- State and Federal organizations (Maryland Department of Planning, Maryland Department of Natural Resources, Maryland Tourism, etc.); and
- Regional conferences, events, trade shows, and other venues.

These actions should ensure that other regional organizations involved in heritage tourism are aware of important happenings in the Garrett County Heritage Area, and that local staff are aware of the offerings of other attractions in the region. Specific actions for this task may include:

- Identifying groups and organizations offering useful assistance with heritage tourism development;
- Joining appropriate regional and national organizations involved in heritage tourism development;
- Preparing “road show” material as appropriate;
- Determining proper communication means for each group and attending meetings and conferences.

ACTION #10: DEVELOP “OPEN HOUSE” EVENTS FOR THE HERITAGE AREA

10.1: Develop Regular Open House Events: Another effective strategy for increasing the exposure of the Heritage Area is to host regular “open-house” events. The open house should include Chamber of Commerce members and the Friends network. Other guests could include the media, tourism officials from adjoining areas, businesses and corporate sponsors, elected officials, and residents and visitors interested in learning more about Garrett County. The event could focus on communication among partners, education about heritage tourism, and promotion of the many heritage attractions in the County. Specific actions for this task may include:

- Determining a proper venue;
- Contacting all relevant invitees; and
- Promoting the open house through all currently established media outlets.

ACTION #11: UTILIZE EXISTING EVENTS IN THE COUNTY TO PROMOTE THE HERITAGE AREA

11.1: Promote the Heritage Area through Events and Festivals: There are currently a great number of heritage events and festivals held in Garrett County throughout the year. These venues provide powerful draws for tourists and present opportunities to market the Heritage Area. The Heritage Program should determine the greatest opportunities for taking advantage of events. The same promotional products that are being distributed to media outlets should also be made available at these events. Specific actions for this task may include:

- Developing a list of events/festivals, which are most relevant to heritage tourism (see *Chapter 8: Heritage Area Interpretation*);
- Determining the most appropriate products to promote at these events; and
- Communicating with event coordinators.

ACTION #12: CREATE HERITAGE AREA PROMOTIONAL TRAVEL DISPLAY(S) AND MATERIALS

12.1: Develop Professional Travel Displays and Promotional Materials: There are a large number of possible venues to use for a travel display. Many of the most popular sites in Garrett County are visited by hundreds of people each month. The Chamber of Commerce should develop and maintain several travel displays, which can be used on a rotating basis at these popular venues. The displays should contain straight-forward, easy to understand figures and images depicting some of the most important aspects of Garrett County’s heritage tourism offerings. The display also could utilize videos and presentations as well as a simple learner’s guides about heritage tourism and how to become involved in the heritage effort. Specific actions for this task may include:

- Determining proper venues for the travel displays;
- Determining schedule and rotation plan for the displays;

- Creating a mechanism to monitor usage and effectiveness;
- Developing each display with help from partners and marketing and advertising specialists;
- Locating each display at attractions and begin monitoring;
- Developing accompanying promotional materials (handouts, etc.).

ACTION #13: CREATE A SPECIFIC HERITAGE AREA WEBSITE

13.1: Create a Specific Website for the Heritage Area: As part creating its own unique identity, the Chamber of Commerce should create a website specifically for the Heritage Area. The website should use a similar format as that of the existing Chamber website. This webpage should include an interactive map similar to the one available on the State’s Tourism Website and interactive map. This task should be coordinated with State tourism. Familiarize partners with the benefits of the website and provide guidance on how partners can maximize its benefits. Partners, who have not already created a website, should be encouraged to create their own website, which can be linked to the Heritage Area website as a way to promote their offerings. Specific actions for this task may include:

- Creating the Heritage Area website based on findings from the Marketing Plan, utilizing the current structure of the Chamber of Commerce website and researching effective tourism websites existing today;
- Promoting the establishment of the new website through the Chamber and Tourism websites;
- Promoting website through established media outlets and other promotional materials; and
- Updating the website periodically.

ACTION #14: ESTABLISH A RECOGNITION PROGRAM FOR HERITAGE RELATED ATTRACTIONS AND BUSINESSES

14.1: Establish a Recognition Program for the Heritage Area: One of the Heritage Areas’ key objectives is the preservation of heritage resources and enhancement of the interpretive venues. The most prominent examples of partners advancing these objectives should be recognized. Create an annual award program that recognizes partners and the contributions they make to the Heritage Area. Specific actions for this task may include:

- Establishing recognition criteria;
- Selecting an appropriate venue for an annual recognition event;
- Promoting recognition events through current media outlets; and
- Developing a web page/information section for this process on the website.

ACTION #15: DEVELOP HERITAGE AREA PRODUCTS

15.1: Develop Heritage Area Products: Once the Marketing Plan has been completed, the Chamber of Commerce should focus on heritage product development. Products may include such things as coffee

mugs, key chains, tee-shirts, bumper stickers, refrigerator magnets, window stickers etc. All products should bear the Heritage Area logo and slogan. Specific actions may include:

- Determining which products to produce;
- Designing and creating some alternatives for each product and testing products;
- Putting the most highly desired alternatives into production; and
- Creating the physical and online venues for purchasing these products.

The creation of “catchy” graphic materials can solidify marketing and promotional efforts. These products are effective heritage marketing and advertising tools (see *Chapter 9: Heritage Area Marketing*). They use maps, color coded sections, and textual descriptions of resources and offerings with icons to assist visitors. Be sure to make proper use of the Heritage Area’s brand image, when preparing these materials. This step in the marketing phase can quickly become very costly if strategies are not well designed. Make sure the brand image is visible in as many places as possible so that people are reminded of Garrett’s special attractions so that people can quickly associate that symbol with the Heritage Area.

Table 10-4 below outlines a proposed Five-Year Work Plan and schedule for marketing the Heritage Area.

TABLE 10-4: MARKETING – FIVE YEAR WORK PLAN AND SCHEDULE						
ACTION	TASK DESCRIPTION	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Action #1: Expand the Chamber of Commerce Website and Visitor Center Offerings	1.1: Update Information Outlets to Include the Heritage Area and Program	X	X	X		
Action #2: Develop the Garrett County Heritage Area Brand Image	2.1: Develop an Official Heritage Area Brand and Slogan	X	X			
Action #3: Establish a Presence of Social Networking Sites	3.1: Use Social Networking	X	X			
Action #4: Create a “Friends of the Heritage Area” Group	4.1: Create New Partnerships in the Semi-Public and Private Sectors for the Heritage Area	X	X	X	X	X
Action #5: Prepare a Marketing Plan Work Program	5.1: Prepare a Marketing Work Program	X				
Action #6: Develop Criteria to Monitor Performance of Attractions and Actions	6.1: Monitor Performance for Marketing Strategies	X	X	X	X	X
Action #7: Prepare Heritage Area Marketing Plan	7.1: Prepare the Heritage Area Marketing Plan	X	X			
Action #8: Utilize and Expand on Current Media Relations	8.1: Effectively Use Existing Media and Expand Media Relations	X	X	X	X	X
Action #9: Establish Communications with Regional Partners	9.1: Create a Communications Network with Regional Partners	X	X	X	X	X
Action #10: Develop “Open House” Events for the Heritage Area	10.1: Develop Regular Open House Events			X		
Action #11: Utilize Existing Events in the County to Promote	11.1: Promote the Heritage Area through Events and Festivals			X	X	X

the Heritage Area						
Action #12: Create Heritage Area Promotional Display(s) and Materials	12.1: Develop Professional Travel Displays and Promotional Materials				X	X
Action #13: Create a Specific Heritage Area Website	13.1: Create a Specific Website for the Heritage Area				X	X
Action #14: Establish a Recognition Program for Heritage-Related Attractions/Businesses	14.1: Establish a Recognition Program for the Heritage Area				X	X
Action #15: Develop Heritage Area Products	Develop Heritage Area Products					X

10.5: HERITAGE AREA PROJECTS

Approximately 92 potential projects were identified for the Heritage Area from municipal Community Legacy Plans (see *Chapter 6: Heritage Area Boundaries*). Projects are critical for developing the Heritage Area and enhancing heritage tourism offerings in Garrett County. Most of the projects identified in Table 10-1 are located in municipalities (Target Investment Zones) however several are located in the County near the towns. These represent non-capital (programmatic) and non-capital/capital projects (design and construction required). It is important to note that:

- 1) Projects do not contain enough data to generate a list for short-term, mid-term, and long-term execution including missing data for feasibility, costs, and sources of funds.
- 2) Projects require more detailed data than is provided in order to be selected by the Chamber of Commerce for funding and other assistance, which must be coordinated with the MHAA.
- 3) Projects may be added to or deleted from the existing list by the Garrett County Chamber of Commerce, as the Heritage Area Management Entity.
- 4) Stakeholder meetings in Garrett County identified many other potential projects that have not yet been described or detailed in this Heritage Plan and should be considered during the development of the Interpretive and Marking Plans.

PARTNERS AND SOURCES OF FUNDS FOR POTENTIAL PROJECTS

Potential funding sources for projects are myriad including, but are not limited to: Community Legacy and Community Development Block Grant (CDBG) from the Maryland Department of Housing and Community Development; Maryland Historic Trust – MHT and Maryland Heritage Areas Authority- MHAA (Heritage Area Funding, Certified Local Government, Museum Grants, Mini-grants, Loans, etc.), Department of Transportation-DOT funding; Department of Natural Resources-DNR (Open Space, Trails, Environmental and Waterway Initiative Funding, etc.); Garrett County Chamber of Commerce and Garrett County Community Action Committee Funding/Leveraged Funding (Federal Sources, Appalachian Regional Council, Private Funding etc.); and Semi-Public and Private Funding. Estimated costs for projects are not presently available and it will be the responsibility of the Chamber of Commerce to fill-in costs for projects and determine feasibility during the preparation of annual work programs for the MHAA.

TABLE 10-5: POTENTIAL PROJECTS FOR TARGET INVESTMENT ZONES – GARRETT COUNTY HERITAGE AREA

ID	ACTIVITY	TYPE	PRIMARY	SUPPORT	TIZ
ACCIDENT PROJECTS (ACC)					
ACC-01	Streetscape improvements/gateway	Non-Capital/Capital		X	X
ACC-02	Interpretive programming - Drane House	Non-Capital	X	X	X
ACC-03	Agri-tourism development	Non-Capital		X	
ACC-04	Accident Farmers Market	Non-Capital		X	X
ACC-05	Historic District feasibility study	Non-Capital	X		X
ACC-06	Design guidelines (Historic District)	Non-Capital	X	X	X
ACC-07	Infill guidelines (Historic District))	Non-Capital	X	X	X
ACC-08	Façade grants	Non-Capital	X	X	X
ACC-09	Bike trail	Non-Capital/Capital		X	
DEER PARK PROJECTS (DPK)					
DPK-001	Town square site improvements	Non-Capital/Capital		X	X
DPK-002	Streetscape Improvements, gateway	Non-Capital/Capital		X	X
DPK-003	Flying Scot promotion	Non-Capital	X		X
DPK-004	Deer Park Water festival	Non-Capital	X		X
DPK-005	Deer Park Inn interpretative exhibit	Non-Capital /Capital	X		X
FRIENDSVILLE PROJECTS (FRI)					
FRI-001	Parking facilities for rafters/kayakers	Non-Capital/Capital		X	X
FRI-002	River Access	Non-Capital/Capital		X	X
FRI-003	Trailhead at Morris Street	Non-Capital/Capital		X	X
FRI-004	Kendall Trail improvements	Non-Capital/Capital		X	X
FRI-005	Promote Garrett County Trails	Non-Capital	X	X	
FRI-006	Expand Friendsville Days	Non-Capital	X	X	X
FRI-007	Record oral histories and walking tours	Non-Capital		X	
FRI-008	Restoration of historic Mill	Non-Capital/Capital	X	X	X
FRI-009	Information kiosk	Non-Capital/Capital	X		X
FRI-010	Events calendar	Non-Capital	X		
FRI-011	Town brochure	Non-Capital	X		
FRI-012	Web site development	Non-Capital	X		
FRI-013	Tourism showcase	Non-Capital	X		
FRI-014	Package attractions/coordinated marketing	Non-Capital	X		
FRI-015	Exposure - tourism marketing materials	Non-Capital	X		
FRI-016	Hospitality training	Non-Capital		X	
FRI-017	Survey and National Register nomination	Non-Capital	X		X
FRI-018	Design guidelines (Historic District)	Non-Capital	X	X	X
FRI-019	Infill guidelines (Historic District))	Non-Capital	X	X	X
FRI-020	Façade grants	Non-Capital	X	X	X
FRI-021	Gateway improvements	Non-Capital/Capital		X	X
FRI-022	Streetscape improvements	Non-Capital/Capital		X	X
GRANSVILLE PROJECTS (GRA)					

GRA-001	Survey and National Register nomination	Non-Capital	X		X
GRA-002	Design guidelines (Historic District)	Non-Capital	X	X	X
GRA-003	Infill guidelines (Historic District))	Non-Capital	X	X	X
GRA-004	Façade grants	Non-Capital	X	X	X
GRA-005	Gateway improvements	Non-Capital/Capital		X	X
GRA-005	New residential density guidelines	Non-Capital		X	X
GRA-006	Streetscape improvements	Non-Capital/Capital		X	X
GRA-007	Wayfinding program/signage	Non-Capital/Capital	X		X
GRA-008	Sign ordinance	Non-Capital		X	X
GRA-009	Stanton's Mill visitor information/gateway	Non-Capital/Capital	X	X	X
GRA-010	Leo Beachy Museum	Non-Capital/Capital	X	X	X
GRA-011	Fuller Baker/Casselmann Inn interpretation	Non-Capital/Capital	X	X	X
GRA-012	National Pike festival	Non-Capital	X	X	X
GRA-013	Amish Country Driving/Biking Tour	Non-Capital/Capital		X	
GRA-014	Sanctioned cycling race	Non-Capital		X	
GRA-015	Hire events coordinator	Non-Capital	X	X	X
GRA-016	Develop marketing strategies	Non-Capital	X	X	X
KITZMILLER PROJECTS (KIT)					
KIT-001	Streetscape Improvements, gateway	Non-Capital/Capital		X	X
KIT-002	Corridor Management Plan	Non-Capital		X	X
KIT-003	General store/interpretative center	Non-Capital	X	X	X
KIT-004	Market Town's location along byway	Non-Capital	X	X	X
KIT-005	Technical assistance for museum	Non-Capital	X	X	X
KIT-006	Trailhead development/phase 1	Non-Capital/Capital		X	X
KIT-006	- phases 2 and 3	Non-Capital/Capital		X	X
KIT-007	Access to river	Non-Capital/Capital		X	X
LOCH LYNN HEIGHTS PROJECTS (LLH)					
LLH-001	Develop community center	Non-Capital/Capital		X	X
LLH-002	Create recreational complex	Non-Capital/Capital		X	X
LLH-003	Develop walking trails and trailheads	Non-Capital/Capital		X	X
LLH-004	Connect complex to community center	Non-Capital/Capital		X	X
LLH-005	Improve gateways	Non-Capital/Capital		X	X
LLH-006	Streetscape improvements	Non-Capital/Capital		X	X
LLH-007	Infill guidelines (Historic District)	Non-Capital	X	X	X
LLH-008	Façade grants	Non-Capital	X	X	X
MOUNTAIN LAKE PARK PROJECTS (MLP)					
MLP-001	Historic Landmarks Commission/CLG status	Non-Capital	X	X	X
MLP-002	Design guidelines (Historic District)	Non-Capital	X	X	X
MLP-003	Financial incentives (Historic Properties)	Non-Capital	X	X	X
MLP-004	Streetscape improvements/signage	Non-Capital/Capital		X	X
MLP-005	Improved pedestrian access	Non-Capital/Capital		X	X
MLP-006	Restore the Assembly Hall	Non-Capital/Capital	X	X	X

MLP-007	Promote heritage with events/attractions	Non-Capital	X	X	X
MLP-008	Corridor Management Plan	Non-Capital		X	
MLP-009	Mountain Lake feasibility study (recreation)	Non-Capital/Capital		X	
MLP-010	Trail system to connect amenities	Non-Capital/Capital		X	
OAKLAND PROJECTS (OAK)					
OAK-001	Streetscape improvements	Non-Capital/Capital		X	X
OAK-002	Water Street improvements	Non-Capital/Capital		X	X
OAK-003	Façade grants	Non-Capital	X	X	X
OAK-004	Target façade improvements	Non-Capital/Capital	X	X	X
OAK-005	Train station – Heritage Square	Non-Capital/Capital	X	X	X
OAK-006	Pritts Building	Non-Capital/Capital		X	X
OAK-007	Southern States Bldg	Non-Capital/Capital		X	X
OAK-008	Coal heritage museum	Non-Capital/Capital		X	X
OAK-009	Historic Landmarks Commission/CLG status	Non-Capital	X	X	X
OAK-010	Arts/Entertainment District	Non-Capital	X	X	X
OAK-011	Expand trail system	Non-Capital/Capital		X	
OAK-011	to Mt. Nebo	Non-Capital/Capital		X	
OAK-011	to Broadford Lake	Non-Capital/Capital		X	
OAK-011	along Rte. 219	Non-Capital/Capital		X	
OAK-011	to Herrington Manor	Non-Capital/Capital		X	
OAK-012	River access	Non-Capital/Capital		X	X
OAK-013	Destination playground	Non-Capital/Capital		X	X
OAK-014	Corridor Management Plan	Non-Capital		X	X

ACTION #1: DEVELOP ADEQUATE POLICIES AND PROCEDURES FOR PROJECTS

1.1: Develop a Sound Project Review and Selection Process: Project selection criteria, to be developed by the Chamber of Commerce and the MHAA, should consider the level and degree of importance in regards to tourism facilities and services. This includes whether they are open to the general public. It also includes whether or not facilities or proposed facilities have or will have standard operating hours all year, are easily accessible, contain comfort facilities, and provide trained staff, volunteers, and docents, etc. The Chamber of Commerce should ensure a fair process for project selection and project funding. This may require having detailed historic preservation plans for Target Investment Zones (TIZ's), which can examine feasibility plans and/or engineering and design reports for projects (see *Chapter 6: Heritage Area Boundaries*).

1.2: Develop Detailed Project Sheets for Record-Keeping: Detailed project sheets for the Heritage Area will be required at a future date. This includes planning for capital and non-capital projects and design and engineering specifically for capital projects, where appropriate. Costs analyses also are needed, including funding sources. Projects should be prioritized by the Chamber of Commerce and the MHAA in Year 1. This will assist in developing annual work programs, which is now required by the State. In order to ensure that projects are fairly reviewed and assessed, the Chamber should develop an internal

process that leads to project selection and funding allocation. This process should be based on the goals, objectives, and recommendations in this Heritage Plan, MHAA requirements, and partner expectations. The MHAA has a process for project application to the State, which can be utilized by the Chamber. This can assist with review and selection of projects from applicants in the Heritage Area. Information for grants is contained on the Maryland Historical Trust’s website.

1.3: Review Information Prior to Project Selection: When selecting projects, the Chamber of Commerce should thoroughly review information from its partners, and potential partners, prior to making a decision regarding selection. This is particularly true of capital projects. Examples of current capital projects in Garrett with a heritage focus include, but are not limited to, the following:

- The Transportation Museum in Oakland and
- The Garrett County Exhibition Center.

Specific funding plans should be developed by the Chamber for its partners in regards to projects prior to official selection. These funding plans should be part of the official record for those partners that will receive assistance in the Heritage Area. One important project for consideration in Years 1 through 3 is assisting municipalities in developing design guidelines and/or standards including those for infill and redevelopment. The purpose of this effort is to strengthen community revitalization efforts in towns. This includes historic sites and structures. The Chamber of Commerce should meet regularly with towns that are listed as Target Investment Zones (TIZ’s) in this Heritage Plan (see *Chapter 6: Heritage Area Boundaries*). Many capital and non-capital projects are planned for these areas and require significant coordination.

Table 10-6 below outlines a proposed Five-Year Work Plan and schedule for managing proposed projects in the Heritage Area.

TABLE 10-6: PROJECTS – FIVE YEAR WORK PLAN AND SCHEDULE						
ACTION	TASK DESCRIPTION	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Action #1: Develop Adequate Policies and Procedures for Projects	1.1: Develop a Sound Project Review and Selection Process	X				
	1.2: Develop Detailed Project Sheets for Record-Keeping	X	X	X	X	X
	1.3: Review Information Prior to Project Selection	X	X	X	X	X