

3.1 Introduction.....	3-1
3.2 Recreation Opportunities.....	3-1
3.3 Interpretation and Education.....	3-8
3.4 Visitor Orientation.....	3-10
3.5 Wayfinding and Interpretive Signage.....	3-11
3.6 Visitor Facilities and Services.....	3-14
3.7 Visitor Safety.....	3-15
3.8 Improving Visitor Experience along the Roadway Corridor.....	3-16
3.9 Cultural Heritage Tourism and Marketing.....	3-17

# Chapter 3

## Visitor Experience





## 3. Visitor Experience

### 3.1 Introduction

In the future trail visitors would explore the trail – on land and on water – enjoying recreation experiences and learning about the people, places, and events of the War of 1812. People would approach the trail with a wide range of interests and expectations. Some visitors would explore the area on their own, while others would hire a guide or participate in formal, guided group tours. Area residents would utilize trail features, including hiking trails or water trails on a regular basis or may volunteer at trail sites. Virtual visitors would experience the trail solely via electronic media and educational curricula.

### 3.2 Recreation Opportunities

The Star-Spangled Banner Trail offers nationally significant recreational opportunities “that are directly associated with and dependent upon the natural and cultural elements of the landscape” (FHWA 1995). The land- and water-based recreational opportunities along the trail also provide an alternative means of exploring the landscapes and routes that are significant to understanding the people, events, and ideas associated with the War of 1812 and the Star-Spangled Banner itself. One of the primary purposes of the National Historic Trail as designated by the U.S. Congress is to foster improved land- and water-based recreation, public access, and heritage tourism.

Most recreation opportunities along the trail are directly associated with and dependent upon the natural and cultural elements of the landscape along the trail’s land and water routes and within the trail corridor. Land and water-based opportunities are concentrated along river corridors (figures 3.1a, 3.1b, 3.1c, and 3.1d). These are major recreational corridors that are destinations unto themselves, and that provide an exceptional traveling experience for visitors, attracting people from throughout the region and from across the country.

Table 3.1 lists recreation opportunities of regional, state and national significance. Appendix K describes and maps

recreation opportunities accessible from the land routes of the trail. The corridors generally coincide with the water trail branches and segments described in Maryland’s *Access, Stewardship and Interpretive Opportunity Plan* (MD DBED 2010a) and include many of the opportunity areas identified in that plan.

#### 3.2.1 LAND-BASED RECREATION

Along the trail a variety of federal, state, and local agencies and non-profit organizations manage many scenic byways, heritage areas, and land conservation programs that protect trail resources and provide opportunities to experience the trail (figures 1.6, 1.7, and 1.8). In the future, the NPS and its partners would expand these efforts to identify and develop additional land-based travel routes along which visitors could experience the trail by auto, tour bus, bicycle, or foot. Trails and auto routes would be developed and maintained by the partners with technical assistance and potential financial support from the NPS.

#### 3.2.2 WATER-BASED RECREATION

When fully developed, the trail would include 380 miles of water trails guiding visitors along the four principal waterways of the trail (section 1.2.2 above). The water trails would develop in years to come, region by region through localized initiatives as partners develop component water trail segments. Already several localized water trail experiences are available (figure 1.8), including:

- Chester River Water Trail
- Anacostia Kingfisher Water Trail
- Patuxent Water Trail
- Potomac Water Trail
- Sassafras River Water Trail
- Susquehanna River Water Trail (Lower Section)

Managers of these water trails are the partners with whom the NPS would collaborate to develop and manage water segments of the trail and whom the NPS would potentially support through technical assistance and funding.



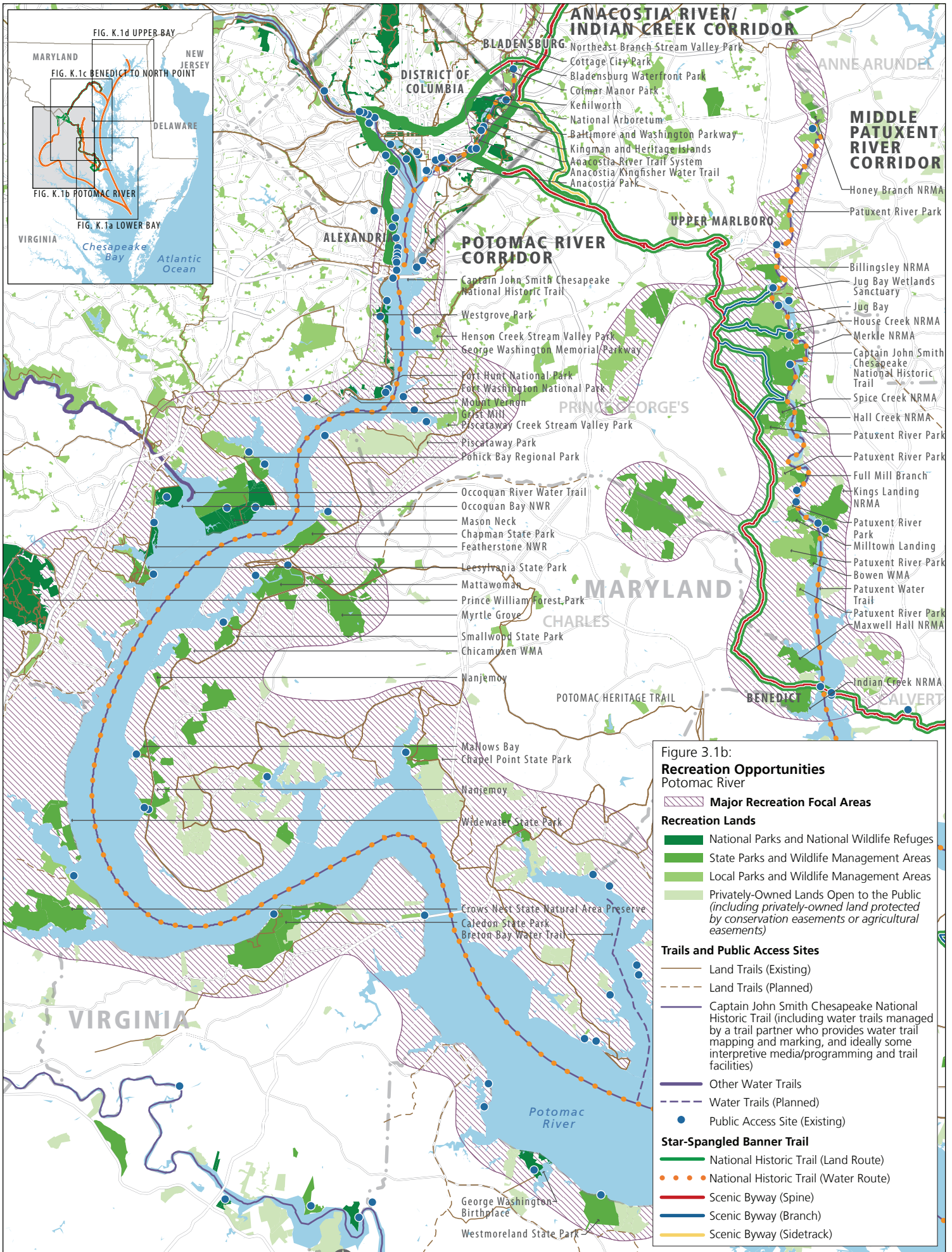






Figure 3.1c:






**Recreation Opportunities**  
Benedict to North Point

 Major Recreation Focal Areas






**Recreation Lands**

-  National Parks and National Wildlife Refuges
-  State Parks and Wildlife Management Areas
-  Local Parks and Wildlife Management Areas
-  Privately-Owned Lands Open to the Public (including privately-owned land protected by conservation easements or agricultural easements)

**Trails and Public Access Sites**

-  Land Trails (Existing)
-  Land Trails (Planned)
-  Captain John Smith Chesapeake National Historic Trail (including water trails managed by a trail partner who provides water trail mapping and marking, and ideally some interpretive media/programming and trail facilities)
-  Water Trails (Planned)
-  Public Access Site (Existing)

**Star-Spangled Banner Trail**

-  National Historic Trail (Land Route)
-  National Historic Trail (Water Route)
-  Scenic Byway (Spine)
-  Scenic Byway (Branch)
-  Scenic Byway (Sidetrack)

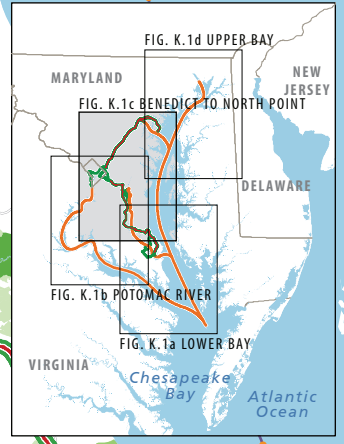
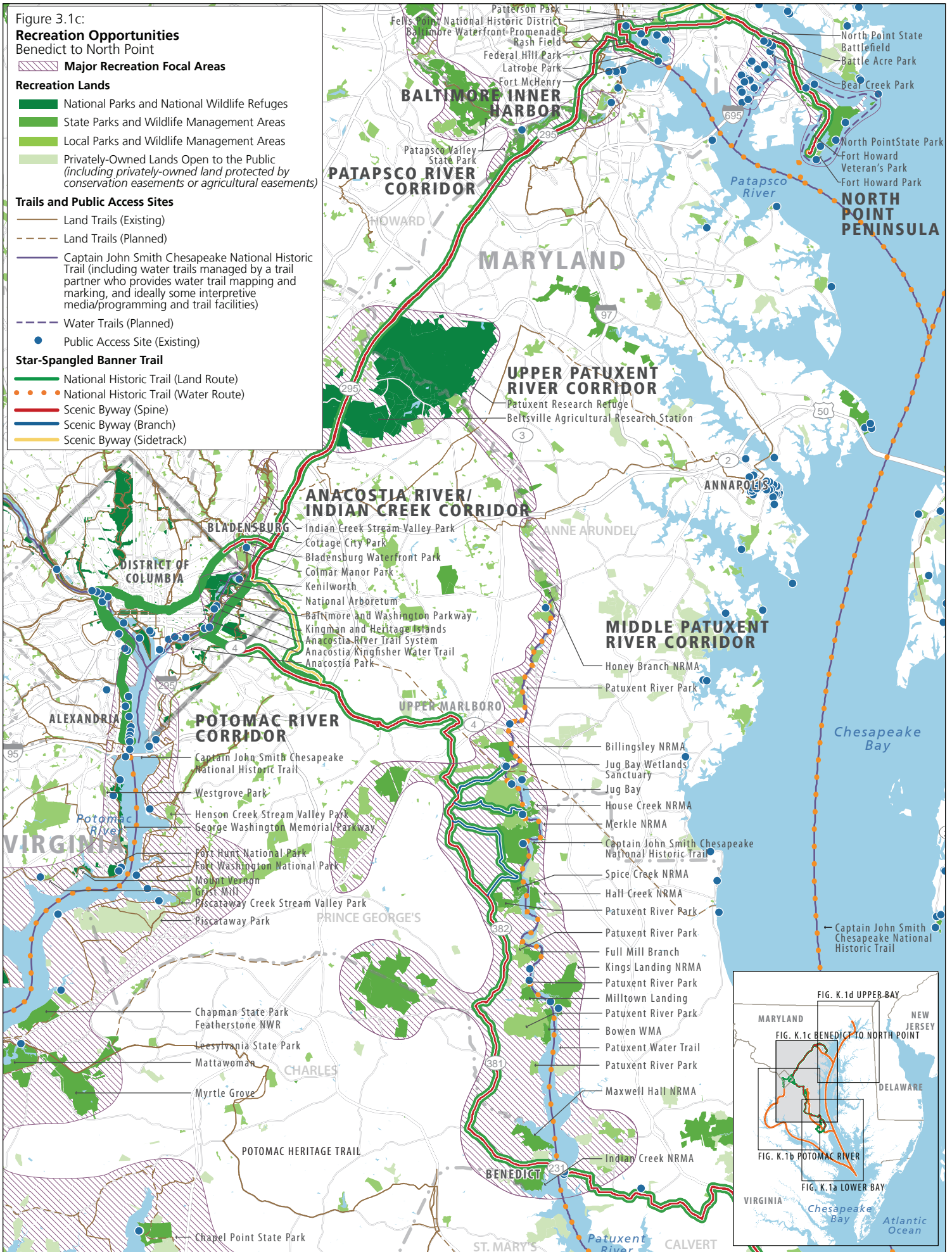


Figure 3.1d:

**Recreation Opportunities**  
Upper Bay

**Major Recreation Focal Areas**

**Recreation Lands**

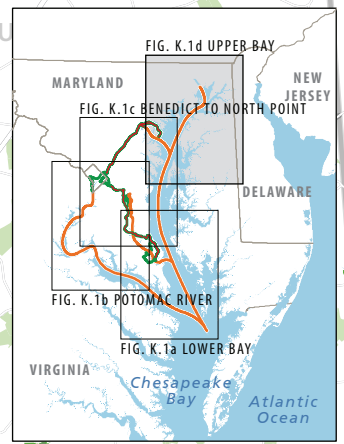
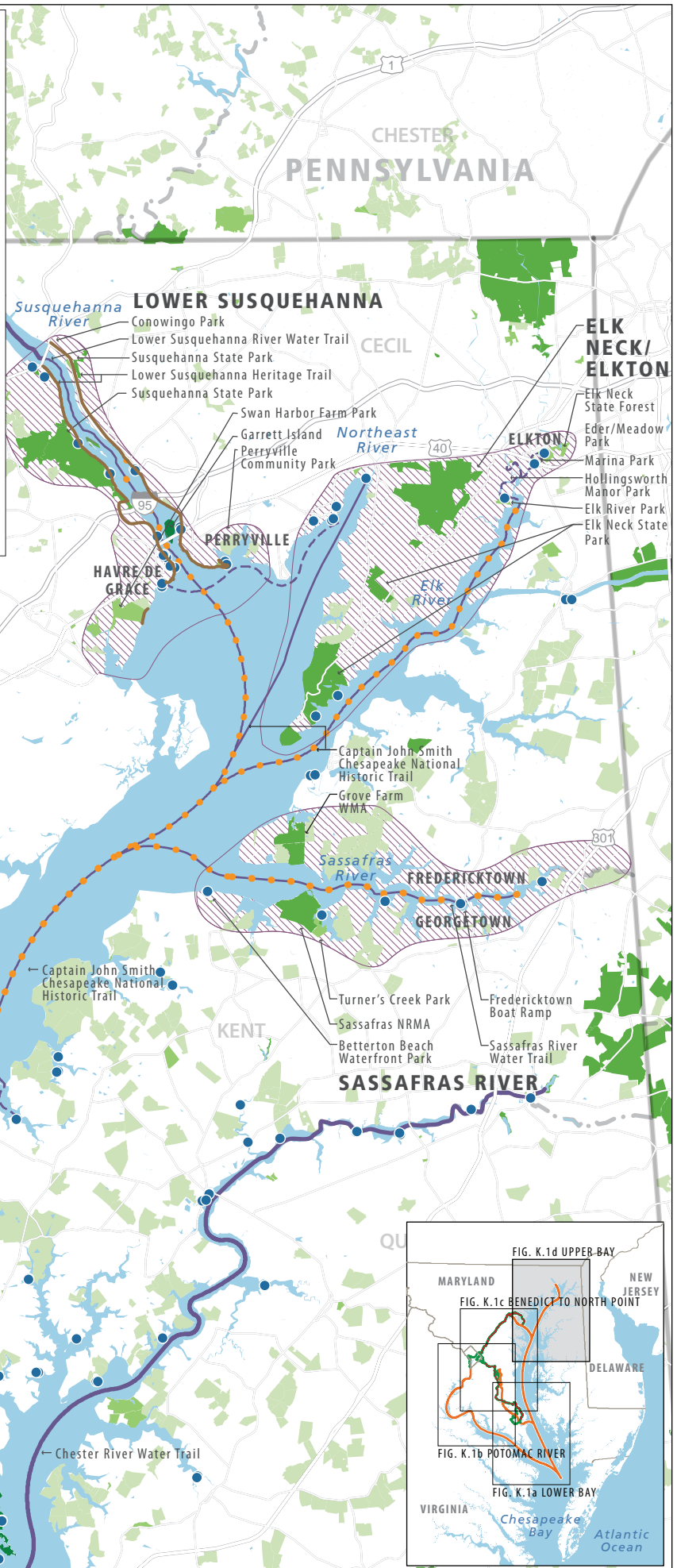
- National Parks and National Wildlife Refuges
- State Parks and Wildlife Management Areas
- Local Parks and Wildlife Management Areas
- Privately-Owned Lands Open to the Public (including privately-owned land protected by conservation easements or agricultural easements)

**Trails and Public Access Sites**

- Land Trails (Existing)
- Captain John Smith Chesapeake National Historic Trail (including water trails managed by a trail partner who provides water trail mapping and marking, and ideally some interpretive media/programming and trail facilities)
- Other Water Trails
- Water Trails (Planned)
- Public Access Sites (Existing)

**Star-Spangled Banner Trail**

- National Historic Trail (Land Route)
- National Historic Trail (Water Route)
- Scenic Byway (Spine)
- Scenic Byway (Sidetrack)



**Table 3.1 Regional, State and National Parks and Trails that Provide Recreation Opportunities**

Regional, State and National Parks and Trails Listed by Recreation Corridor	
<b>Trail-Wide</b>	
<ul style="list-style-type: none"> <li>■ Captain John Smith Chesapeake National Historic Trail</li> </ul>	
<b>Chesapeake Bay</b>	
<ul style="list-style-type: none"> <li>■ Eastern Neck National Wildlife Refuge</li> </ul>	<ul style="list-style-type: none"> <li>■ Sandy Point State Park</li> </ul>
<ul style="list-style-type: none"> <li>■ Janes Island State Park</li> </ul>	
<b>Lower Reach of the Patuxent River Corridor</b>	
<ul style="list-style-type: none"> <li>■ Calvert Cliffs State Park</li> </ul>	<ul style="list-style-type: none"> <li>■ Jefferson Patterson Park and Museum</li> </ul>
<ul style="list-style-type: none"> <li>■ Greenwell State Park</li> </ul>	<ul style="list-style-type: none"> <li>■ Patuxent Water Trail</li> </ul>
<b>Middle Reach of the Patuxent River Corridor</b>	
<ul style="list-style-type: none"> <li>■ Cedarville State Forest</li> </ul>	<ul style="list-style-type: none"> <li>■ Merkle Wildlife Sanctuary NRMA</li> </ul>
<ul style="list-style-type: none"> <li>■ Croom NRMA</li> </ul>	<ul style="list-style-type: none"> <li>■ Milltown Landing NRMA</li> </ul>
<ul style="list-style-type: none"> <li>■ House Creek NRMA</li> </ul>	<ul style="list-style-type: none"> <li>■ Patuxent River Park</li> </ul>
<ul style="list-style-type: none"> <li>■ Indian Creek NRMA</li> </ul>	<ul style="list-style-type: none"> <li>■ Patuxent Water Trail</li> </ul>
<ul style="list-style-type: none"> <li>■ Jug Bay Natural Area</li> </ul>	<ul style="list-style-type: none"> <li>■ Spice Creek NRMA</li> </ul>
<ul style="list-style-type: none"> <li>■ Maxwell Hall Park</li> </ul>	<ul style="list-style-type: none"> <li>■ Three Notch Trail</li> </ul>
<ul style="list-style-type: none"> <li>■ Maxwell Hall NRMA</li> </ul>	
<b>Anacostia River/Indian Creek Corridor</b>	
<ul style="list-style-type: none"> <li>■ Anacostia Kingfisher Water Trail</li> </ul>	<ul style="list-style-type: none"> <li>■ Bladensburg Waterfront Park</li> </ul>
<ul style="list-style-type: none"> <li>■ Anacostia Park</li> </ul>	<ul style="list-style-type: none"> <li>■ Kenilworth Gardens</li> </ul>
<ul style="list-style-type: none"> <li>■ Anacostia River Walk Trail</li> </ul>	<ul style="list-style-type: none"> <li>■ National Arboretum</li> </ul>
<b>Upper Reach of the Patuxent River Corridor</b>	
<ul style="list-style-type: none"> <li>■ Baltimore-Washington Parkway</li> </ul>	<ul style="list-style-type: none"> <li>■ Greenbelt Park</li> </ul>
<ul style="list-style-type: none"> <li>■ Beltsville Agricultural Research Station</li> </ul>	<ul style="list-style-type: none"> <li>■ Patuxent Research Refuge</li> </ul>
<b>Patapsco River Corridor</b>	
<ul style="list-style-type: none"> <li>■ Patapsco Valley State Park</li> </ul>	
<b>Baltimore Inner Harbor</b>	
<ul style="list-style-type: none"> <li>■ Baltimore Waterfront Promenade</li> </ul>	<ul style="list-style-type: none"> <li>■ Fort McHenry National Monument and Historic Shrine</li> </ul>
<ul style="list-style-type: none"> <li>■ Federal Hill Park</li> </ul>	<ul style="list-style-type: none"> <li>■ Gwynn’s Falls Trail</li> </ul>
<ul style="list-style-type: none"> <li>■ Fell’s Point National Historic District</li> </ul>	<ul style="list-style-type: none"> <li>■ Patterson Park</li> </ul>



**Table 3.1 Regional, State and National Parks and Trails that Provide Recreation Opportunities**

**Regional, State and National Parks and Trails Listed by Recreation Corridor**

**North Point Peninsula**

- Fort Howard Park
- North Point State Park
- North Point State Battlefield

**Lower Susquehanna**

- Havre De Grace Boardwalk
- Susquehanna State Park
- Lower Susquehanna Heritage Greenway
- Swan Harbor Farm Park
- Lower Susquehanna River Water Trail

**Sassafras River**

- Sassafras NRMA
- Turner’s Creek NRMA
- Sassafras River Water Trail

**Elk Neck/Elkton**

- Elk Neck State Forest
- Elk River Park
- Elk Neck State Park

**Middle Potomac River Corridor**

- C&O Canal National Historical Park
- Nanjemoy NRMA
- Chapel Point State Park
- Occoquan River Water Trail
- Chapman State Park
- Occoquan Bay National Wildlife Refuge
- Chicamuxen WMA
- Piscataway Park
- Fort Washington National Park
- Pohick Bay Regional Park
- George Washington Memorial Parkway
- Potomac Heritage National Scenic Trail
- Leesylvania State Park
- Potomac River Water Trail
- Mason Neck State Park
- Prince William Forest Park
- Myrtle Grove WMA
- Smallwood State Park

**Lower Potomac River Corridor**

- Breton Bay Water Trail
- Point Lookout State Park
- Caledon State Park
- Potomac Heritage National Scenic Trail
- Cedar Point WMA
- Potomac River Water Trail
- Crows Nest State Natural Area Preserve
- St. Clemens Island State Park
- George Washington Birthplace NM
- St. Inigoes State Forest
- New Towne Neck State Park
- Westmoreland State Park

In Maryland future investment in water trails – to enhance existing water trails and to develop new water trails – would occur in eleven areas (MD DBED 2010a) (figure 1.8):

- Baltimore Inner Harbor
- Patapsco Middle Branch
- North Point
- Hills Bridge/Pig Point
- St. Leonard Creek/Sotterley
- Benedict
- Solomons
- Bladensburg
- Oxon Cove/Oxon Hill Farm/Mount Welby
- Elkton
- Fredericktown/Georgetown

Future management of the trail would seek to implement recommended actions identified in each area as described in *Maryland's Access, Stewardship and Interpretive Opportunity Plan* (MD DBED 2010a). Additional projects identified along branches and segments of the recommended water trails framework could also be implemented (MD DBED 2010a). Actions could include improvements to existing water access facilities, as well as development of new water access, paddlers waysides, interpretive media, self-guided trails, observation points, multi-modal opportunities, and visitor services.

The NPS would work with partners in Virginia and the District of Columbia to further develop existing water trails along the Potomac River and Anacostia River and to plan new water trails along tributaries to the Potomac River. Water trail planning and development could also involve several units of the National Park System whose boundaries encompass much of the waterfront along the Potomac River and Anacostia River within and near the District of Columbia.

### 3.3 Interpretation and Education

#### 3.3.1 INTERPRETIVE PLAN

The *Star-Spangled Banner National Historic Trail Interpretive Plan* (NPS 2011c) provides guidance to the NPS and its partners for a unified approach to developing and sustaining meaningful, high-quality interpretive services and visitor opportunities along the trail. The plan encourages consistent

messaging and a cohesive approach to programming at trail sites. The significance of the trail and the core interpretive themes identified in the plan will guide the NPS and its partners in finding captivating ways to bring the stories of the War of 1812 in the Chesapeake region to life. The plan recommends actions that encourage intellectual and emotional connections between visitors and the history of sites along the trail. Ultimately, making personal connections will inspire residents and visitors to become stewards of the region's cultural and natural heritage.

The *Interpretive Plan* (NPS 2011c) is a general guide to help individual site managers develop interpretive programs, services, and media that match their site-specific assets to the types of audiences they serve and connect their places to the larger themes of the trail, and to other geographic regions. Individual sites or regions would be encouraged to develop more detailed local strategies for creating unified interpretation and visitor services within their areas based on the broader ideas outlined in the plan.

#### 3.3.2 TRAIL INTERPRETIVE THEMES

Four interpretive themes provide a framework for making the events, people and places of the War of 1812 relevant to trail visitors (table 1.2 above). The themes generally focus on the military events of from 1812 to 1815, the war's commercial and societal context, the creation of national icons, the war's outcomes and legacy, and the natural environment of the Chesapeake region in the early 19<sup>th</sup> century. These themes will help the partners establish a rich context for the stories surrounding the War of 1812 time period.

#### 3.3.3 SELF-GUIDED INTERPRETIVE PRODUCTS

Most visitors would use a variety of self-guided interpretive products as they travel the trail. The NPS and its partners would create self-guided materials for those traveling by car, bike, boat, on foot, or other means. Materials could include web-based maps, cell phone tours, podcasts, geocaching trails, downloadable materials such as itineraries, boaters' guides, travel maps and brochures, GPS-enabled technology, mobile web applications, radio, CD or printed driving tours, and printed travel guides. These products would provide orientation and link visitor experience opportunities across

multiple programs along the trail, at Chesapeake Bay Gateways and Watertrails Network (CBGN) sites, in heritage area programs, and other attractions in the Chesapeake region.

### 3.3.4 INTERPRETIVE PROGRAMMING AND SERVICES

Interpretive programming and services would assist visitors in understanding the relevance of the trail within the context of the interpretive themes. Site-based educational programs and services would be developed for access points, for places of cultural, historical, and natural interest, and for information centers. Representative elements of trail interpretive programs could include:

- a training program for sites and partners to give programs along the trail (programming could range from tours, lectures, boat trips, and bus excursions, to step-on guides for cruise ships departing from Baltimore, and could be tailored to site characteristics and targeted audiences)
- travel and educational films and documentaries related to the War of 1812 and events in the Chesapeake region
- an easily accessible, computer-based video game that offers an interactive gaming experience based on an accurate exploration of the War of 1812 in the Chesapeake region
- temporary topical exhibits that travel within the region and educate the public about aspects of the War of 1812 in the Chesapeake region
- promotion and interpretation of existing projects and discoveries and opportunities for public involvement at War of 1812 archeological sites, where feasible
- orientation, media, and programming in national and state parks to support new visitor experiences
- a NPS Junior Ranger program
- a corps of interpretive rangers to provide interpretive services such as interpretive talks, tours, and training along the trail
- musical programs, theater productions, public art, art exhibits, and other non-traditional interpretive initiatives related to the primary interpretive themes

- annual events on National Trails Day
- special events related to trail themes, such as reenactments, special summer or seasonal programs, and annual commemorative events

### 3.3.5 SITE-SPECIFIC EDUCATIONAL PROGRAMMING

Educational programming already exists at many museums, parks, schools, and historic sites in the form of lesson plans and teacher resources related to the War of 1812 and the Chesapeake Campaign. Assessing the depth and quality of existing resources, and creating a plan to fill thematic gaps is a priority for NPS and its partners as the bicentennial approaches. Existing and newly created educational resources would be introduced to teachers in partnership with state and local school systems through teacher professional development. Creating an effective web-based educational component is crucial as students and teachers increasingly rely on technology for research and for the classroom. Representative elements of trail educational programs could include:

- additional War of 1812-related curricula to fill gaps related to interpretive themes, with new materials available online and through teaching training sessions
- new materials available through the online virtual resource center for teachers, students, researchers, and visitors to expand collection of 1812-related lesson plans, primary source documents, maps, images, field trips, and touring itineraries and event information
- teacher training that includes introduction of new resources and relevant content sessions (orient teachers to trail sites and educational materials)
- teacher rangers who develop and give programs and training along the trail (through the NPS Teacher-Ranger-Teacher Program)
- field trips, research, mentoring and service-learning opportunities for students (K to college) at sites along the trail (programs focused on conservation and stewardship)
- distance learning programs associated with trail themes, regions, and resources (develop

international relationships with partners in Canada and England)

- educational materials for non-traditional educational settings (4-H, home school, scouts, etc.), such as scavenger hunts, badge programs, and interactive experiences geared to these audiences
- scholarly symposia such as the annual Society of the War of 1812 Symposium to support trail development and to reach a wider audience (work with partners to include trail topics at conferences held throughout the bicentennial period)

### 3.3.6 CAPACITY TO INTERPRET THE TRAIL

Capacity-building would enable the NPS and its partners to effectively develop, manage, and interpret the trail. In the short-term partners would focus on building staff and increasing programming to prepare for the bicentennial commemoration. Representative elements of the capacity-building program along the trail could include:

- potential financial assistance through the CBGN for existing and new gateway sites to complete interpretive projects related to the War of 1812
- training materials and workshops on a range of projects and programs, such as trail orientation, trail-tending, fostering collaboration, public access, interpretation, funding, and sustainability
- relationship-building among sites and youth groups and institutions
- recruitment program for site partners to recruit, train, share, and recognize volunteers
- a calendar to inform partners and visitors of scheduled War of 1812-related events

### 3.3.7 RESEARCH TO EXPAND THE SCOPE OF INTERPRETATION

Research would help broaden the scope of subjects available for interpretation and would bolster the overall interpretive effort for the trail. The NPS and its partners would augment existing research through data gathering and developing new historic and scientific research. Various means of presenting research could be employed including symposia and publications. Representative actions to expand the scope of interpretation could include:

- gathering and inventorying existing data, oral histories, and artifacts related to the primary interpretive themes
- coordinating symposia to highlight research findings, historical events, and individuals related to the War of 1812
- encouraging research on the arts, music, culture, and roles of underrepresented groups at individual sites and within regions
- identifying archeological sites with potential War of 1812 resources, and supporting investment in surveying and excavation; providing appropriate public education
- encouraging continued historic, archeological and cultural research beyond the bicentennial period
- continued hosting by the Maryland Public Television Resource Center as a portal to research

## 3.4 Visitor Orientation

Orientation to the trail would occur online and at visitor contact facilities. Orientation would help visitors understand that the trail is composed of both land and water routes accessible by several modes of transportation, including guided and self-guided car or bus touring, biking, hiking, paddling, sailing, kayaking, motor boating, and more. Orientation would also help visitors understand that they would find a variety of learning and recreation opportunities along the trail by stopping at the network of partner sites that offer many linked visitor experiences and services. As visitors begin their travels on the trail they would anticipate learning about the people, places, and events of the War of 1812 in the Chesapeake region and the natural history of the Chesapeake Bay.

### 3.4.1 WEBSITE

The trail website would provide background information, tips on ways to experience the trail, sample itineraries, an events calendar, and more. Detailed information on the website, as well as links to additional websites, would focus on the four interpretive themes. Partners could provide descriptive information on their site's resources, themes, and operations for inclusion in the website. The NPS would maintain and

update the website on a regular basis; major website redesigns would occur periodically.

### 3.4.2 VISITOR CONTACT FACILITIES

A system of visitor contact facilities would provide information and orientation for trail visitors on projects, programs and activities trail-wide, with a focus on nearby learning activities and recreation opportunities. Some visitor facilities could additionally host trail exhibits and special events and offer programming and learning activities.

**Fort McHenry National Monument and Historic Shrine.** The visitor center at Fort McHenry National Monument and Historic Shrine would be the primary visitor hub for the trail. Fort McHenry is a major destination for visitors to Baltimore, receiving over 700,000 visitors a year, with more anticipated during the bicentennial period. In March 2011, Fort McHenry opened a new park visitor center that features the trail name on the exterior and provides trail orientation inside. In the future, park staff at the visitor center would continue to direct visitors to locations along the trail throughout the Chesapeake region that provide War of 1812-related learning opportunities relative to the events around the bombardment of Fort McHenry.

**Regional Visitor Contact Facilities.** Within each region of the trail (section 4.2 and figure 4.1), one existing partner site would be the primary visitor contact facility. The partner site, with assistance from the NPS, would be enhanced to provide exhibits that orient visitors to the overall trail, as well as to provide information on partner sites in the region offering learning activities and recreation opportunities. Exhibits would tell the stories of the War of 1812 – with a focus on the people, places, and events that occurred in the region.

### 3.4.3 TRAIL MAP

The NPS would develop an enhanced unigrid-style general trail map and guide. As needed, the NPS would periodically redesign and reprint the map.

### 3.4.4 ILLUSTRATED GUIDE TO THE TRAIL

War of 1812 historians are currently working with the NPS, the Maryland War of 1812 Commission, and the Maryland

Historical Trust, to prepare a trail guidebook. The guidebook will be an illustrated popular account of the Chesapeake Theater during the War of 1812 that will help the public better understand the role played by the Chesapeake region during the war – particularly the story behind the nation's foremost icon, "The Star-Spangled Banner." Based on current research, and supported with art and maps, the guidebook will cover the events, places, and people that tell the story of the Chesapeake region from 1807 to 1815. It will be a history book that encourages readers to visit the places where history was made. Nearly half of the guidebook will offer information on War of 1812 sites and other places of interest supported by maps, including information on intersecting trails and byways. Also included will be a chapter on the Star-Spangled Banner, explaining how the Battle for Baltimore resulted in a flag and a song that are among America's most cherished symbols.

### 3.4.5 OTHER TRAIL GUIDES

The NPS and its partners would develop, distribute, and promote new guides and digitize existing guides for land and water-based excursions. Some guides could support or be incorporated within various self-guided interpretive products (3.2.3 above).

The Maryland Scenic Byways Program would continue to make available and periodically update a scenic byway guidebook providing maps and touring information for the state's scenic byways, including the Maryland Star-Spangled Banner Scenic Byway. Periodic updates to the guidebook would incorporate current information regarding the land route of the trail and related opportunities for learning and recreation along the trail in the state of Maryland.

## 3.5 Wayfinding and Interpretive Signage

### 3.5.1 SIGNAGE GUIDELINES

The NPS has developed graphic guidelines for marking and interpreting the Star-Spangled Banner Trail (STSP), CAJO, and the CBGN. The signage plan purposes are:

- to establish appropriate independent and shared graphic identities for the three initiatives

- to address the placement and use of the STSP and CAJO trail insignia markers (section 3.4.2) for a variety of signs, such as highway information and directional signs, entrance signs at parking areas, trailhead information signs, public access site signs, regulatory signs, directional indications, interpretive panels, wayside exhibits, private property signs, destination signs, and trail partner signs
- to provide unified graphic design and layout standards, templates, and specifications and fabrication requirements for signage
- to outline the roles and responsibilities of NPS and partners related to developing and maintaining trail signage

Four types of signs would guide visitors and provide orientation to the trail:

- route marking along highways, public roads and water routes
- site identifier and directional signs (at trail partner sites)
- trailwide and regional orientation signs
- interpretive waysides
- Each type of sign would respond to a specific communication need while contributing to the overall image of the trail. Each would incorporate the official trail insignia marker.

### 3.5.2 TRAIL INSIGNIA MARKER

The insignia marker would be a component of all signage along the trail. It would be the unifying emblem representing the Star-Spangled Banner National Historic Trail and Scenic Byway and all of its partners. The insignia would be consistent with Maryland War of 1812 bicentennial imagery to leverage information and marketing opportunities during the bicentennial period. Use would be restricted to the NPS and its partners for applications that help further the purposes of the trail. It would mark places that meet criteria for designation as a trail site or segment. The insignia has been established under authority of sections 3(a)(4) and 7(c) of the National Trails System Act, and as such, it is an official insignia of the United States government, and is protected from unauthorized uses, manufacture, and sale in the United States (18 USC 701).

### 3.5.3 MARKING THE LAND ROUTE

A common wayfinding system would guide visitors as they travel the land routes of the trail. The wayfinding system would work within the existing signage system used by each state.

In Maryland, route marking signage would be coordinated with the Maryland Tourist Area and Corridor (TAC) Signing Program (appendix L). New directional markers would replace existing state byway signage along remnant portions of state byways that now compose the trail land route (including remnants of the Lower Patuxent, Star-Spangled Banner, Baltimore-Washington Parkway, and Historic Seaport Maryland Scenic Byways). Existing Tourism Area and Corridor (TAC) Sign Program signs in southern Maryland would be adapted to ensure that directional signs are provided to all full-service destination sites (minor modifications to existing TAC signs may be needed). New TAC signing would be developed to all full-service destinations in Baltimore City, Baltimore County, Anne Arundel County, and northern Prince George's County.

In Virginia, route marking signage would be coordinated with the Virginia Integrated Directional Signage Program. In the District of Columbia, route marking signage would be coordinated with applicable DDOT requirements.

In the future, upon designation of the trail as a National Scenic Byway or All-American Road, land route marking would include the America's Scenic Byways logo (section 3.5.10 below).

### 3.5.4 MARKING THE WATER ROUTE

NPS would encourage partners who manage water trails to mark water trails through well-designed and easily understood trail maps. These maps could be made available to water trail users at access points, at offices of the entity managing the water trail, at partner facilities, at regional visitor contact facilities, at tourism offices and visitor centers along the trail, and on the trail website.

Actual physical marking of the route on the water would occur primarily to ensure the safety of users. Markers would be placed along the water trail to note important milestones

along routes, at key junctions, and at emergency take-out sites. Marking would also occur, as needed, to make take-out sites clearly visible from the water, so that boaters planning to get off the water at a specific site would be assured of finding the location.

### **3.5.5 MARKING TRAIL PARTNER SITES**

Site identifiers and directional signs would be installed at trail partner sites to mark and direct visitors to historic locations and to identify a site's participation in commemorating the War of 1812 in the Chesapeake. Site identifiers would include the insignia marker.

### **3.5.6 ORIENTATION SIGNS**

At existing sites in central and heavily trafficked locations and at primary access points – such as existing visitor contact facilities, parks, and museums – orientation signs would welcome visitors with a geographic and contextual overview of the trail and highlight nearby learning and recreation opportunities to visit and enjoy. Adjacent orientation panels could provide more detailed information about the local region.

### **3.5.7 INTERPRETIVE WAYSIDES**

At historic sites and scenic areas, interpretive waysides would provide specific information relative to the trail's four interpretive themes and help visitors understand the relevance and significance of the historic and evocative features within view or nearby.

### **3.5.8 INITIAL SIGN PLACEMENT**

In advance of the bicentennial commemoration, plans are underway to design and install orientation and interpretive signage along the trail. The NPS and its partners are evaluating candidate locations for site identifier signs, orientation panels, and interpretive waysides at important sites along the trail in Maryland (NPS 2011d). A grant from the Federal Highway Administration's Scenic Byways program – awarded to Maryland's Star-Spangled Banner Byway – will fund design, fabrication, and installation of the signage.

Signs will incorporate content from the illustrated guide to the trail (section 3.3.4 above) under development with scenic byways and NPS funding, using graphic standards compatible with NPS and site-specific guidelines. Signs will be implemented in phases from 2012 to 2014. The first set of signs would include orientation kiosks installed at key trail entry points in Maryland, as well as interpretive waysides along the southern half of the land route in 2012. Remaining interpretive waysides would be installed along the northern half of the land route and at other nationally significant War of 1812 sites that co-align with other state and national byways.

### **3.5.9 ROUTE IDENTIFIER SIGNS**

The Maryland State Highway Administration, with a separate grant from the National Scenic Byways Program, will upgrade existing and install new confirmation and directional markers along the land route in Maryland to complement Tourist Area and Corridor (TAC) Sign Program roadway signage identifying visitor attractions along the route. The state will also provide web-based navigational media to complement the upgraded sign system. A route marking system that includes consistent site identification and directional signage across jurisdictions will enable travelers to more easily and safely navigate the land route, especially in more developed areas and along winding sections of road.

In a future phase, the NPS and its partners would work with state departments of transportation in Virginia and the District of Columbia to implement complementary route marker signage. Additionally, route markers would be necessary at selected bridges and public landings to improve safety and route navigation for travelers along water routes.

### **3.5.10 NATIONAL SCENIC BYWAY OR ALL-AMERICAN ROAD MARKING**

Upon successful nomination of the trail as a National Scenic Byway or All-American Road, the America's Byways® logo would be incorporated into future projects funded through the National Scenic Byways Program.

## 3.6 Visitor Facilities and Services

### 3.6.1 FACILITIES AND SERVICES AT PARTNER SITES

Experiences along the trail would be focused at partner sites where visitors would learn about the people, places, and events of the War of 1812 and enjoy a variety of recreation activities. The readiness of partner sites to accommodate visitors is summarized below and in more detail in appendix K.

Partners could provide facilities and services at their sites, as appropriate, such as parking, interpretive media, restrooms, land trails, picnicking facilities, docks, piers, observation points, access facilities, etc. The MOU between the NPS and each partner would outline how partners would collaborate with respect to providing visitor facilities and services. Each partner site would generally agree to the following:

- to provide access to its trail-related resources and recreational resources, in accordance with sound resource management considerations and with the Americans with Disabilities Act
  - to maintain a schedule of operation to provide maximum public access, given seasonal visitation patterns and operational limitations
  - to provide access to the Bay and tributaries (where possible)
- **Access Facilities**

Public access sites throughout the Chesapeake region currently offer opportunities to get onto the trail's water routes or to view the water routes from the land (figure 1.8). Future development of the trail would include addition of public access sites to enhance access to the water routes where it is not currently available or where it is needed to facilitate multiple-day trips in non-motorized boats. Investment in new public access sites would emphasize soft access sites for non-motorized car-top boats such as canoes and kayaks coupled with opportunities for backcountry camping – meeting a demand that is currently not well-served by existing partner facilities. In the past, monies allocated to states through the Dingell-Johnson and Pittman-Robertson Acts have traditionally been used to purchase properties and develop them for motorized boating facilities.

Public access sites would be developed and maintained by the trail partners with technical services and potential financial support from the NPS. Access sites would fall into five broad categories:

- pull-offs along state and local roads with views of the water routes of the trail (including a small number of parking spaces)
- trails to the water (including a small trailhead parking facility)
- day-use facilities at the water's edge (including a small parking facility, picnicking facilities, and, where suitable, a soft put-in/take-out for car-top boats such as canoes and kayaks)
- "frontcountry" soft put-ins/take-outs for car-top boats such as canoes and kayaks (including a small number of parking spaces)
- "backcountry" soft landings for canoes and kayaks (with no vehicular access) (also referred to as "paddlers waysides")

New access sites would generally include those identified in Maryland's *Access, Stewardship and Interpretive Opportunity Plan* (MD DBED 2010a). Planning and development of sites would be coordinated with development of public access sites along the Captain John Smith Chesapeake National Historic Trail.

■ **Water Trail Services**

Canoe and kayak outfitter services are available on a fairly limited basis at sites along the trail. These include rental companies that are either located on the water or are willing to transport paddlers and equipment to and/or from an access point. In the future, the NPS and its partners could seek to collaborate with these service providers in order to support their operations, help mitigate service delivery issues, and enhance and/or expand the opportunities they offer to trail users.

### 3.6.2 TOURS

**Land-Based Tours.** The NPS and its partners would encourage development of organized land-based tours. Tours would range from self-guided walking and auto tours to commercial motor coach tours. Recommended actions could identify specific improvements to partner sites needed to



support expanded and new tours, such as interpretive media, trail development, and site improvements (pull-offs, parking, restrooms, etc.). Heritage area partners and other local tourism partners could assist with identifying opportunities for enhancing commercial land-based tours.

**Water-Based Tours.** The NPS and its partners would encourage development of organized commercial water-based tours. Local partners and water trail partners would focus on identifying opportunities for enhancing existing commercial water-based tours and developing new commercial water-based tours. Opportunity areas identified in Maryland’s *Access, Stewardship and Interpretive Opportunity Plan* (MD DBED 2010a) would be logical places with a high potential for development of commercial water-based tours. Other sites could be those with existing or potential marina facilities where tours could be based and where local businesses have potential interest in expanding existing tours or developing a new tour. Heritage area partners and other local tourism partners could assist with identifying opportunities for enhancing commercial water-based tours.

The most famous of the water-based tours along the trail is offered aboard the *Pride of Baltimore II*. The *Pride II* is a reproduction of an 1812-era topsail schooner privateer that is owned and operated by Pride of Baltimore, Inc. a not-for-profit organization whose mission is to educate the public on U.S. maritime history and Maryland commerce opportunities. *Pride II* is Maryland’s working symbol of the natural resources and beauty of the Chesapeake region and a reminder of America’s maritime heritage. *Pride II* sails with a professional crew of 12, exploring the Chesapeake Bay, along the Atlantic Coast, in the Saint Lawrence Seaway, and throughout all five of the Great Lakes. Trips include day sails, overnight passages, and charters.

### 3.6.3 ACCESS TO THE TRAIL VIA MODES OF ALTERNATIVE TRANSPORTATION

The NPS and its partners would explore means of enhancing access to the trail via alternative modes of transportation. A recent study for CAJO inventoried and mapped services and facilities that support alternative transportation access in the Chesapeake region (U.S. DOT 2010). Five areas identified as

potential alternative transportation system (ATS) sub-regions along CAJO overlap with the Star-Spangled Banner Trail, including:

- Susquehanna River Corridor
- Greater Baltimore and Annapolis
- Washington D.C. Potomac River Corridor
- Maryland’s Eastern Shore
- Fishing Villages and Islands (including Tangier Island)

Detailed corridor studies – the next phase of the ATS analysis – would occur separately for potential ATS sub-regions as funding becomes available. NPS could aggressively pursue implementing recommendations for ATS enhancements by seeking to build partner capacity and secure funding for specific projects. Planning and ATS investments could be coordinated with actions to support alternative modes of access for CAJO.

There is strong interest in linking the US 1 Bicycle Route with the Star-Spangled Banner Trail (see appendix L).

## 3.7 Visitor Safety

### 3.7.1 ROADWAY SAFETY

Management of the trail would seek to ensure that visitors traveling the land route roadways experience safe travel conditions. In rural areas, the travel experience should be relatively free of congestion ensuring an enjoyable and safe visitor experience; in urban areas, roadway management practices should seek to reduce the impact of existing congestion on the quality of the visitor experience through promotion of alternative modes of travel and guided tours.

In the future the NPS and regional partners would work in cooperation with state and local agencies responsible for transportation system planning, design, and maintenance to ensure that roadway conditions are safe for visitors and that the visitor experience is managed to avoid congestion where possible. Coordination could seek to implement transportation system management actions along land route roadways aimed at:

- increase safety for all travelers
- addressing safety issues in rural and transition areas
- decrease the impact of congestion on touring travelers

- promoting safe bicycle use on roadways
- providing for safe pedestrian use along roadways

Appendix L provides supplemental information on management actions that would be implemented along Maryland roadways. Recommendations reflect findings of a traffic analysis study documenting existing roadway characteristics, traffic volumes, areas of concern, and planned and programmed highway improvement projects along the trail land routes.

### 3.8 Improving Visitor Experience along the Roadway Corridor

Local communities along the trail would be encouraged to develop and implement design guidelines that would protect trail character from adverse impacts of future land use changes and roadway improvements. Communities would also be encouraged to take actions to mitigate the adverse impacts of land development that have already occurred. The trail's character is composed of its intrinsic qualities, its land routes and their adjoining lands, and its water routes and their adjoining shoreline areas. Intrinsic qualities are the historic, archeological, cultural, scenic, natural, and recreational features that are representative, unique, irreplaceable, or distinctly characteristic of the trail. They include the attributes that are critical to achieving the purpose of the trail and to maintaining its significance. Two of the trail's intrinsic qualities are nationally significant – its historic resources and its recreation opportunities (as summarized in section 1.3.3 above and described in detail in section 2.2 above and appendix K below).

#### 3.8.1 FUTURE LAND USE CHANGES

To some extent, most communities along the trail have already adopted a combination of policies, ordinances, and/or design guidelines that would protect the trail's character-defining features from potential impacts of future land use changes. However, more effective protection could be accomplished through implementation of a framework for managing community character that addresses the different needs for design guidance in urban areas, transition areas, and rural areas.

In the future, the NPS and its partners would coordinate with state and local transportation agencies to encourage development and implementation of a set of conceptual guidelines to achieve desired regional design principles for rural, transition, and urban areas. These guidelines would be conceptual, intended to provide a framework for protecting character-defining features of the trail and achieving the desired character of trail roadways in different settings.

Appendix M provides supplemental information regarding future growth projected in Maryland communities and describes the general concepts for design elements within rural, transition, and urban areas.

#### 3.8.2 COMMERCIAL CORRIDORS

The trail passes through several commercial corridors. Local communities would be encouraged to develop and implement design guidelines to reshape the appearance of these corridors over time and to make them better able to accommodate the needs of trail visitors. Appendix M provides supplemental information on where these corridors are located and the types of enhancement actions needed.

#### 3.8.3 ROADWAYS

The NPS and its partners would collaborate with state and local transportation agencies to protect and promote trail character and access to the trail when roadway modifications are proposed, including resurfacing, restoration, rehabilitation, and routine maintenance (3-R work). State and local agencies would follow applicable guidelines for work on scenic and historic roads.

For 3-R work on the state roads composing the trail, actions by the MD SHA would be guided by the roadway planning process and design recommendations found in the agency's *Context Sensitive Solutions for Maryland's Scenic Byways* (MD SHA 2008).

For 3-R work on local roads composing the trail, actions by local roadway managers would be guided by county guidelines. For instance, in Prince George's County the *Guidelines for the Design of Scenic and Historic Roadways in Prince George's County* (PG County 2007a) would apply to

work completed on roads designated as scenic and historic roads in the *Approved Master Plan of Transportation* (M-NCPPC 2009a) and the *Subregion 6 Master Plan* (M-NCPPC 2009c).

Trail partners would seek to work with agencies –within the context of their respective guidelines – using a three-step process for planning and designing roadway modifications:

- understanding the roadway’s character-defining features
- understanding the needs of the traveler
- determining the appropriate treatment

Appendix M provides supplemental information regarding the above-referenced guidelines and the three-step planning process.

### **3.8.4 OUTDOOR ADVERTISING**

Management of outdoor advertising along land routes of the trail would comply with Title 1 of the Highway Beautification Act of 1965, as amended (23 U.S.C. Section 131) and the *Annotated Code of Maryland*, Sections 8-775 through 8-749. The trail partners would work collaboratively with local agencies, MD SHA, and private landowners to enforce applicable regulations. Appendix M provides supplemental information about existing billboards and outdoor advertising along the trail, associated visual intrusions, and applicable regulations in local communities.

### **3.8.5 TELECOMMUNICATIONS FACILITIES AND UTILITY TRANSMISSION LINES**

Trail partners would work collaboratively with telecommunications and utility companies to screen and/or beautify existing installations and to improve planning for future installations so as to minimize adverse impacts to the character-defining features of the trail. Trail partners would also work collaboratively with local government agencies to establish regulations that would avoid or mitigate adverse impacts of new communications facility and transmission line installations. Appendix M provides supplemental information about existing telecommunications and utility facilities along the trail, associated visual intrusions, and applicable regulations in local communities.

## **3.9 Cultural Heritage Tourism and Marketing**

### **3.9.1 PROMOTION AND MARKETING OF THE TRAIL AND BYWAY**

A spectrum of federal, state, and local entities will collectively drive marketing efforts to promote visitation to the trail. Trail visitors can be described as local resident tourists, cultural heritage travelers, and outdoor recreation enthusiasts. Opportunities to communicate with these groups will come from both ends of the spectrum – through local-level town and county efforts, as well as state and federal-level initiatives with national and even international reach.

Cultural heritage tourism is a key component of the economy in the Chesapeake region. The National Trust for Historic Preservation defines cultural heritage tourism as “traveling to experience the places and activities that authentically represent the stories and people of the past and present – including historic, cultural and natural resources.” Cultural heritage tourism creates jobs and business opportunities and strengthens local economies, helping to protect these places and improving the quality of life for residents.

The Star-Spangled experience along the trail would be a major new cultural heritage attraction for visitors to the region and also for local residents. The focus of the trail would be to provide experiences that are people-oriented, based on authentic resources, and focused on protection and conservation of those resources. Well-developed visitor experiences would provide genuine entertainment, recreational, and educational value. The NPS and its partners – state and local tourism marketing organizations, and heritage areas in particular – would help develop and promote these heritage tourism experiences along the trail.

### **3.9.2 POTENTIAL AUDIENCES AND MARKETS**

Almost 20 million people live less than two hours by car from the trail, making this large group of local residents among those very likely to take advantage of the tourism opportunities along the trail. Visitors to the District of Columbia from all over the United States and from countries around the world are also potential trail visitors. In 2008, 16.6 million people visited the District of Columbia, including

1.4 million international visitors. In 2009, business and leisure visitors totaled 32 million in Maryland. Annually, four million visit the National Museum of American History (home of the Star-Spangled Banner flag) and more than 700,000 visit Fort McHenry National Monument and Historic Shrine.

Within this diverse population of potential visitors, there are several distinct key audiences, defined on the basis of historical tourism patterns and projections, demographic trends, and the unique cultural and historical resources of the trail:

- heritage travelers
- recreational users
- educational visitors
- area residents and their guests
- accidental tourists
- virtual visitors

Heritage travelers are the common demographic group potentially attracted by the trail experience – whether they live nearby or in another country. Heritage travelers are older, affluent and well-educated. They tend to travel by automobile in small groups: as couples, pairs of couples, or small groups of family and friends. Heritage travelers are interested in and engaged with the places they visit. They are looking for a high quality and authentic experience associated with the actual places where things happened. They respond well to flexible itineraries – those with a range of short, medium and long experiences – that can be adapted to the time they have available or that can be combined with nearby events or leisure activities (such as bicycling, boating, birding, or shopping for antiques). Discovery of the unexpected during a travel experience typically encourages heritage visitors to adjust their plans as well as to visit again.

The Maryland Office of Tourism Development has conducted specific market research regarding visitors to the state system of scenic byways and found that (MD DBED 2010b):

- Touring visitors (including people who travel to Maryland from outside the state) spend more per total trip, take longer trips, and travel with more people than overall Maryland travelers
- Touring visitors are more likely to stay in paid accommodations than the general overnight traveler

- Upwards of 80 percent of the overnight touring market originates out-of-state
- Touring travelers report much higher participation rates in tourism activities across the board – with an especially higher rate of visiting historic landmarks and museums, fine dining, visiting national and state parks, visiting the beach/waterfront, visiting art galleries, swimming and boating/sailing
- Touring travelers skew more heavily male – 55 percent versus 47 percent of general overnight visitors

### 3.9.3 PROMOTIONAL PRODUCTS AND ACTIVITIES

At each level of participation – local, state, and federal – stakeholders have been developing promotional products and activities. These call early attention to the trail and prepare visitors for bicentennial celebrations. Some of these are foundational pieces already in place, and are detailed below. Additional products are in development and will be available during the bicentennial period.

#### ■ National Park Service Products Available Now

**Websites.** A suite of NPS websites provides visitor information about the trail, including a trail-specific website, state-specific webpages, and cultural heritage-oriented sites that call attention to the Chesapeake region's significant historic structures and diverse cultures.

- Trail specific: [www.nps.gov/stsp](http://www.nps.gov/stsp)
- NPS State webpages:
  - [www.nps.gov/state/md](http://www.nps.gov/state/md)
  - [www.nps.gov/state/va](http://www.nps.gov/state/va)
  - [www.nps.gov/state/dc](http://www.nps.gov/state/dc)
- Fort McHenry National Monument and Historic Shrine: [www.nps.gov/fomc](http://www.nps.gov/fomc)
- NPS Diverse Cultures webpage: [www.nps.gov/history/nr/travel/cultural\\_diversity](http://www.nps.gov/history/nr/travel/cultural_diversity)
- National Register of Historic Places travel itinerary: [www.nps.gov/nr/travel/baltimore/learnmore.htm](http://www.nps.gov/nr/travel/baltimore/learnmore.htm)

#### Graphic Identity

- A trail insignia identifying the Star-Spangled Banner National Historic Trail has been developed and is in

use in printed marketing materials, stationery, e-component of all trail-related signage and unifies the route across Maryland, Virginia, and the District of Columbia.

#### Educational Curricula

- Teacher resources available through the Maryland War of 1812 Bicentennial Commission website: *The Defense of a Nation: Maryland's Role in the War of 1812 Teacher's Resource Guide* (prepared by the Education Committee of the Baltimore National Heritage Area)
- Fort McHenry National Monument and Historic Shrine visitor center with exhibits, film, and curricula
- Virtual Resource Center with Maryland Public Television and Fort McHenry
- Professional development training for teachers

#### Other Products

- Eastern National Passport Stamp program: The stamp is available in 2012 at ten locations around the trail route.
- Roller shade exhibit panels: Two versions of these roller shade panels are used for event marketing
- Introductory trail film: posted on the trail website, provides an overview of the trail's purpose and significance.
- Star-Spangled Banner Geotrail: The geotrail is a treasure hunt using GPS technology. Participants explore more than 30 forts, museums, battlefields, ships, parks and preserves, each with its own story to tell about the War of 1812. The trail opened in late February 2010. Participants who visit ten or more sites earn a special edition geocoin.
- Family-friendly bicycle ride: Working with partners in Alexandria, VA and Oxon Hill, MD, participants combined bike riding with presentations by costumed interpreters at both ends of the bicycling route in 2010.
- Traveling exhibit: created by Baltimore National Heritage Area with partial funding from NPS, the exhibit is available to local communities for display. There are two copies of the traveling exhibit. One will travel to local communities and the other will

newsletters, and other promotional products. It is a travel more broadly outside the region to encourage tourism in the Chesapeake.

#### ■ National Park Service Products in Development

**Signage.** Interpretive and orientation signage and site identifiers are being designed, fabricated and installed in concert with the Maryland Office of Tourism Development and State Highway Administration (section 3.4).

**History and Travel Guide.** Part history text and part travel itinerary guide, this illustrated volume with maps by the National Geographic Society is being developed jointly with Maryland Office of Tourism Development and Maryland Historical Trust (section 3.3.4).

**Website.** [www.starspangledtrail.net](http://www.starspangledtrail.net) is a consumer-focused website with education resources, trip planning, and calendar features will debut in spring 2012.

**Mobile application.** Set to debut in late spring 2012, this mobile application will point visitors to the Star-Spangled Banner Trail as well as other NPS trails and sites in the Chesapeake region.

**Pocket Guide.** An expanded brochure and visitor information piece for distribution at partner sites and welcome centers along the trail.

**Other Products.** Several other products are in development Service-wide to commemorate the bicentennial and facilitate visitation to NPS sites with affiliation to the War of 1812. The Star-Spangled Banner Trail will be one component of the overall interpretive and visitor information. These products include a website, handbook, on-line exhibit highlighting collections from the national parks with War of 1812 resources, and a bicentennial map and brochure.

**Junior Ranger program.** Children will be encouraged to participate in the Junior Ranger program through the trail's website. Children will download an activity book and complete "assignments" to mail to the trail office to redeem for a program badge.

■ **State of Maryland Products Available Now**

At the state level, initial communications and marketing activities have been conducted through the efforts of the Communications and Marketing Committee of the Maryland War of 1812 Bicentennial Commission. The committee has been charged with promoting Maryland's War of 1812 bicentennial celebration nationally and internationally, and providing leadership for and coordination with other groups, including but not limited to the Star-Spangled Banner National Historic Trail.

**KeyNotes.** A monthly e-newsletter began in July 2010.

**Social media.** The Maryland War of 1812 Bicentennial Commission began using social media in summer 2010 with Twitter (@warof1812) and with Facebook.

**Website.** [www.starspangled200.org](http://www.starspangled200.org), the website of the bicentennial commission, provides a newsletter, events calendar, and resources and information for bicentennial partners and sites. [www.starspangled200.com](http://www.starspangled200.com), the website of the bicentennial commission's non-profit entity, is consumer-focused, providing easy access to bicentennial developments in the marketplace.

**Commemorative license plate.** In use since 2010, the standard-issue license plate includes artwork from the trail insignia and promotes the state's bicentennial website.

**Sponsorship of *Pride of Baltimore II*.** Sponsorships of *Pride of Baltimore II* voyages are available to promote Maryland's bicentennial celebrations. More than 50,000 people toured the *Pride* on its 2011 US/Canadian Tour.

**Youtube channel.** [www.youtube.com/user/starspangled200](http://www.youtube.com/user/starspangled200).

***Maryland Byways Map and Guide.*** The *Maryland Byways Map and Guide* (MD SHA 2009) encourages travel to visitor-ready sites on the trail.

■ **State of Maryland Products in Development**

***Maryland Byways Map and Guide.*** A revised edition of the map and guide is anticipated to be released in late spring 2012.

**Byway Travelogue.** This 60-minute video is being produced by Maryland Public Television with funding through a National Scenic Byways Program grant.

**Maryland Print Ad Campaign.** Maryland Office of Tourism will inaugurate a paid advertising campaign on television and radio beginning in spring 2012 designed to build awareness of the three-year-long bicentennial. The campaign will initially focus on promotion of the OpSail event in Baltimore in June 2012.

**History and Travel Guide.** Part history text and part travel itinerary guide, this illustrated volume with maps by the National Geographic Society is being developed jointly with the National Park Service (section 3.3.4).

**Sales of the Star-Spangled Banner Flag.** A replica of the 15-star, 15-stripe flag will be sold and distributed by Maryland small business F.W. Haxel with the proceeds being distributed to the American Flag Foundation, Friends of Fort McHenry, and the Star-Spangled Banner Flag House (available November 2011).

**Website Itineraries.** A new itinerary function on the existing [www.starspangled200.org](http://www.starspangled200.org) website will link to the state of Maryland tourism website and also to local tourism offices to orient visitors and suggest activities and places to visit along the trail.

**Mobile Technology.** The Maryland Office of Tourism Development is developing a statewide tourism application that builds on its website.

**Commemorative Coins.** Both gold and silver coins will be available with proceeds from their sale being distributed to the Maryland War of 1812 Bicentennial Commission to support bicentennial activities and improve sites and structures related to the war.

**OpSail Maryland and the U.S. Navy.** A week-long maritime festival in the port of Baltimore with tall ships and visitor activities will kick off the bicentennial period (June 13-19, 2012).

**Francis Scott Key Bridge Public Art Project.** This project, funded in part through a National Scenic Byways Program grant, will celebrate the significance of the location of the Key Bridge relative to Francis Scott Key's writing of "The Star-Spangled Banner." This permanent installation of thousands of recycled, reflective disks in the pattern of the 15-star, 15-stripe flag will catch and reflect sunlight and vehicle headlights, creating a dramatic entrance for historic and modern vessels into Baltimore Harbor and a memorable experience for bridge users.

**The Chesapeake Campaign.** In 2013, to increase the visibility of and visitation to smaller-scale bicentennial events, the Office of Tourism will promote commemorative events occurring in small towns across Maryland.

- **Products in Development by the Commonwealth of Virginia and the District of Columbia**

The Commonwealth of Virginia and District of Columbia are both developing marketing materials and activities in support of the bicentennial of the War of 1812. These include:

- [www.washingtondcwarof1812bicentennialcommission.org](http://www.washingtondcwarof1812bicentennialcommission.org): Washington DC War of 1812 Bicentennial Commission "Building Heritage Bridges" with links to these activities and products:
  - an "I Dig History" initiative brings War of 1812 related archaeological excavations to the visitor via webcam
  - guided tours for school groups
  - historical maps and curricula online
  - a "Speaker's Bureau"
- [va1812bicentennial.dls.virginia.gov/](http://va1812bicentennial.dls.virginia.gov/): the Virginia Bicentennial of the American War of 1812 Commission website's tagline is "America's Second War of Independence" and offers these products and services:
  - an interactive map of historical markers in the ground at War of 1812-related sites
  - a Facebook site: VA Warof1812

- a Virginia War of 1812 Heritage Trail with printed Map and Guide
- educational resources for trail visitors, teachers, and students
- OpSail Virginia and the U.S. Navy will bring tall ships to Norfolk for visitors to watch and board (June 2012)
- speaker series: from November 2011 to May 2012, OpSail 2012 Virginia will host authors for a series of lectures on the War of 1812.
- a Chesapeake Bay tour retracing the British invasion of Hampton Roads and battles along the Chesapeake and Northern Neck (coming in summer 2013)
- Legacy Symposium, a family-friendly educational symposium to be held at Fort Monroe (June 2014)

- **Local Products in Development**

Local committees in Baltimore, Baltimore County, Bladensburg/Prince George's County, the Upper Bay, Maryland's Eastern Shore, Southern Maryland, and Alexandria, VA have initiated marketing efforts to capitalize on the bicentennial efforts. Websites are the primary vehicle for communicating with local residents and tourists and, in Maryland, will have a cross-promotional relationship with Maryland Office of Tourism Development. Projects are numerous and can be viewed in appendix R. Following is a small selection of local marketing products and activities completed or in development:

- Southern Maryland Heritage Area: War of 1812 Travel Map and Guide with resources in three southern Maryland counties
- Upper Bay: Living history "Heritage Troupe" with War of 1812 scripts performed by costumed actors
- Bladensburg: Walking tours of sites related to the Battle of Bladensburg
- Heritage Museums of Havre de Grace: Community history project with scale models, interpretive panels, and teacher resources
- North Point, Baltimore County: North Point Peninsula Heritage Greenway Trail
- Baltimore National Heritage Area: Land and Water Guide

■ **PBS Products Available Now and in Development**

In October 2011, the Public Broadcasting Service aired a two-hour documentary including re-enactments, animation and commentary from 26 American, British, Canadian and American Indian historians. The PBS War of 1812 project also includes a mobile application, *The War of 1812: Guide to Historic Sites App*, providing guidance to more than 115 sites nationwide related to the war. Additional PBS companion products include a book (*The War of 1812: A Guide to Battlefields and Historic Sites*), an e-book version, an 1812-dedicated website with educational resources for teachers, and a DVD of the documentary. Locally, Maryland Public Television is preparing a 30-minute documentary about underwater archeology of a likely War of 1812-era vessel that may be part of Commodore Joshua Barney's Chesapeake Flotilla. The archeology is being conducted through a partnership of the Maryland State Highway Administration's Cultural Resources Section, the U.S. Navy, and the Maryland Historical Trust. A second Maryland Public Television project planned for 2014 is a documentary on the life of Francis Scott Key.

■ **Priority Projects**

Leading up to the bicentennial period, the NPS and partners have identified a number of priority projects to orient visitors and partners to the trail. The following list includes the highest priority projects:

- Orientation kit and training: this hard-copy and online kit, combined with workshops, would familiarize partners with the visitor materials available and with the scope of the trail. Training will seek to place local sites in context of trail-wide sites which will facilitate cross promotional activities and opportunities
- Hospitality kit and training for partners: to prepare for visitor needs, hospitality materials and training would give visitor providers the information they need to address visitor accommodations such as lodging, dining, and recreation
- Tour guide training and certification program: a standardized set of materials would be used to provide trail-wide guidance as well as region-specific interpretive guidance. Hand-in-hand with training programs and materials would be a type of

“certificate of completion” and enable state and local tourism offices to recommend trail-certified tour guides

- An e-book version of the History and Travel Guide under development now by NPS and Maryland Office of Tourism Development would reach new audiences and enable new marketing opportunities
- Standard language for state and local marketing pieces would unify regional trail branding efforts. (For example, “Visit [www.starspangledtrail.net](http://www.starspangledtrail.net) for places to explore everywhere on the trail”)
- Addition of the trail to NPS National Mall mobile application would enable visitors to the District of Columbia to explore trail places.

**3.9.4 MARKETING MANAGEMENT FRAMEWORK FOR THE BICENTENNIAL PERIOD**

The National Park Service and Maryland Office of Tourism Development would facilitate discussion and planning among regional marketing interests in Maryland, Virginia, and the District of Columbia. A marketing team comprised of state and local tourism offices (section 4.3.6) and regional coordinators (or a designee) as outlined in section 4.2.2 would be created to discuss, share, plan and coordinate marketing efforts. The team would develop and implement an integrated promotion and marketing plan to support new heritage tourism experiences. The plan would include a description of the roles of trail partners in a marketing management framework, and a proposed schedule for completing each element of the plan.

Regional coordinators would foster implementation of the promotion and marketing plan in their regions. They would collaborate and coordinate with the National Park Service to capitalize on its resources and ability to communicate with a national and international audience. Orientation and hospitality training, implemented with the assistance of regional coordinators, would foster co-marketing strategies among site managers in a region. Local and state governments, heritage areas, non-profit organizations and for profit entities would implement marketing strategies based on the promotion and marketing plan. The marketing team would encourage ongoing collaboration and some degree of coordination and cross-promotion that would benefit all.



**Virtual Marketing.** Of particular importance would be a web-based relationship among websites so that virtual visitors could travel seamlessly between NPS state tourism and specific, discrete War of 1812 websites, and eventually to actual places along the trail. An NPS Chesapeake Bay Office website and interactive map would help facilitate navigation among various Chesapeake region projects and programs.

This seamless navigation among sites would work in the reverse direction as well. Local marketing products would include the trail insignia with a directional slogan such as “Visit [www.starspangledtrail.net](http://www.starspangledtrail.net) to see all the places on the trail.” Consumers could then easily navigate to regional sites or the trail website to access information on additional Star-Spangled Banner Trail sites and places. Search engine optimization strategies would be defined throughout the bicentennial period and refined post-2015.

Many of the NPS websites listed in 3.8.3 maintain calendars of events. Land and water trail partners and partner sites would have an opportunity to populate these calendars thereby exposing their events to national and international markets.

**Graphic Standards for Print Media.** Just as with a unified signage plan, NPS and partners would develop templates for a unified print campaign. A survey of local marketing products planned or in development reveals that “travel guide” brochures are a popular visitor experience tool. A template would benefit local partners by reducing design costs. A design template employed trail-wide would serve to create a unified look and feel to a brochure program and communicate to the visitor that these various sites from northern Virginia to the Upper Bay are all components of the national historic trail.

A brochure design template would consider clarifying the relationship between “War of 1812” resources and places to visit, to which many local marketing efforts refer, and the “Star-Spangled Banner Trail”, where these resources and places are situated. One cannot assume that the visitor will connect the two references. For the sake of long-term marketing, printed brochures titled “War of 1812 Travel Map and Guide” could be re-positioned in a template as “Star-

Spangled Banner Trail: Map and Guide to the War of 1812 Chesapeake Campaign”.

Other print products would benefit from a unifying design template including window posters for special events and rack cards for distribution at welcome centers, lodging accommodations, and transportation hubs. The print design templates would include references to websites and applications and make use of QR codes, text or other technologies, allowing potential visitors to access information on the fly.

### 3.9.5 LONG-TERM MARKETING STRATEGY

The promotion and marketing plan developed for the bicentennial period would be adapted for use in 2015 and beyond. Marketing materials would also be adapted or continued as appropriate. Materials including signage, the History and Travel Guide, and orientation and hospitality toolkits would remain relevant and receive updated information as required. After the bicentennial period ends in 2015, the trail marketing team would be realigned as needed to accommodate shifting state and regional priorities. State and local bicentennial commissions may disband, and their related websites may close. State and local tourism organizations would transition their bicentennial period resources, such as maps and itineraries that support the trail. NPS websites would be sustained and continue to grow.

The bicentennial period would serve to provide mechanisms for evaluation of products and programs that resonate with trail visitors. Marketing strategies in the post-bicentennial period can build on the lessons learned during the Bicentennial. A trail Friends group could emerge from this period to sustain and capitalize on the economic benefits of War of 1812/Star-Spangled Banner-related heritage tourism to local communities. Whereas bicentennial period festivities and events may have “mass market” appeal, niche audience marketing may become more important in the post-bicentennial period. Niche audiences would include military history enthusiasts, African American heritage travelers, and scenic byway enthusiasts, bicyclists, and paddlers. The marketing and promotion plan would accommodate the shift in target audiences and related product development strategies.

The NPS would seek to build on relationships developed during the bicentennial period to continue to draw audiences to the trail. Capital Region USA (CRUSA) is a destination marketing organization that works to increase visitation to Maryland, Virginia, and Washington, DC from selected international markets. CRUSA's outreach to Canada and the UK in particular would offer opportunities to connect heritage tourism travelers and history enthusiasts from three regions significant to the War of 1812.

Trail marketing would reach further with cross-promotion and embedding in related materials targeted to cultural heritage tourism, particularly through certified heritage areas. Marketing of authentic experiences provided by others, which include components related to the trail's interpretive themes, could enable those programs to serve as points of entrance to the Star Spangled Banner Trail. Examples include agricultural and farm tours, and maritime heritage tours, which highlight resources relevant to the causes of conflict with the British leading to the War of 1812. The Baltimore National Heritage Area is focusing on developing the Historic Fells Point Trail, including investments in trail infrastructure such as in-ground storyboard signs and historic site markers.

### **3.9.6 MARKETING TO INTERNATIONAL VISITORS**

As mentioned above, CRUSA is a tourism alliance comprised of and funded primarily by the Maryland Office of Tourism, the Virginia Tourism Corporation and Destination DC, with support from the Metropolitan Washington Airports Authority. The Maryland Office of Tourism is utilizing CRUSA to reach out broadly to international visitors by promoting the Maryland's system of byways and heritage areas (of which the Star-Spangled Banner Trail is a part). The primary target markets are the UK and Germany. Secondary markets are Belgium, The Netherlands, Nordic countries, France, Ireland, Latin America and China. Maryland's byways are currently being marketed in the CRUSA guide in both English and German versions and on the CRUSA website in German, Spanish, French and Portuguese.

Specific to the Star-Spangled Banner Trail, the Maryland Office of Tourism is working with Travel Channel UK to produce a show about the bicentennial of the War of 1812 and another one about the assembly of tall ships and gray

hulls from around the world that kicks off a week-long maritime festival at Baltimore's Inner Harbor in June 2012. Both shows will air in spring 2012. Travel Channel UK broadcasts 24 hours a day in 19 languages across Europe, the Middle East, Africa and the Asia Pacific region.

### **3.9.7 ACCOMMODATION FOR GROUP TOURS**

Full service attractions as listed in Appendix K are capable of accommodating group tours and tour buses, with advance notice. Baltimore's Inner Harbor is a cruise ship destination with a dedicated passenger cruise terminal at South Locust Point. The terminal is located just minutes from the Inner Harbor and Fort McHenry and just off of I-95. Pedestrian linkages under I-95 should be improved to make it easier, more attractive, and safer to walk from the cruise terminal to the Fort and connecting to the system of walkways around the Inner Harbor and to Fells Point.

The American Bus Association has listed the Star-Spangled Banner Spectacular – A Festival of Naval Vessels and Tall Ships scheduled for June of 2012 in Baltimore in its list of top 100 events for 2012. An international parade of ships will sail into Baltimore's Inner Harbor to launch the U.S. Bicentennial commemoration of the War of 1812. The Navy/OpSail event will consist of up to 40 grey hulls and tall ships from U.S., British, Canadian, and other navies of the world. This will mark the 200th anniversary of the declaration of war against Great Britain and kick off the Navy and Maryland's bicentennial.

### **3.9.8 MULTI-LINGUAL FACILITIES**

The Baltimore-Washington Metropolitan Area has a burgeoning population of non-English speaking residents and visitors alike, including several neighborhoods along the trail. Multi-lingual educational and interpretive materials would benefit both the international visitors noted above and also residents whose native language is not English. The National Park Service has utilized multi-lingual interpretative and educational materials where practical and such an audience exists. Where appropriate, the NPS and trail partners will consider incorporating multi-lingual facilities into interpretive materials and mobile applications. Multi-lingual facilities would raise awareness of the national significance of War of

1812 sites, especially in neighborhoods with a broad and multi-cultural population.

Although application software can translate interpretive and educational materials, utilizing professional translators that understand the intricate language of interpretation and education as well as tourism would help ensure that the trail's primary messages are communicated appropriately.

### 3.10 Connecting or Side Trails

#### 3.10.1 BACKGROUND

The National Trails System Act provides for the designation of connecting or side trails that provide additional benefits to a national historic or national scenic trail and that connect the NST or NHT to other resources and visitor experiences:

SEC. 6. [16USC1245] Connecting or side trails within park, forest, and other recreation areas administered by the Secretary of the Interior or Secretary of Agriculture may be established, designated, and marked by the appropriate Secretary as components of a national recreation, national scenic or national historic trail. When no Federal land acquisition is involved, connecting or side trails may be located across lands administered by interstate, State, or local governmental agencies with their consent, or, where the appropriate Secretary deems necessary or desirable, on privately owned lands with the consent of the landowners. Applications for approval and designation of connecting and side trails on non-federal lands shall be submitted to the appropriate Secretary.

The following proposed criteria for designating connecting and side trails along the Star-Spangled Banner Trail may be subject to change as guidelines, policies or regulations are developed for units of the National Trails System.

#### 3.10.2 CRITERIA FOR DESIGNATING CONNECTING OR SIDE TRAILS

For the purposes of the Star-Spangled Banner Trail, to be eligible for inclusion as a connecting or side trail on the land or on the water, the proposed route should be associated with at least one, and preferably two, of the following interpretive themes (see table 1.3):

- military events in the Chesapeake Bay region during the War of 1812
- individuals residing in the Chesapeake Bay region who were affected by the events of the War of 1812
- natural and economic resources of the Chesapeake Bay region that created and have sustained the region as a hub for trade, industry, and government
- United States flag, national anthem, and continuum of citizen efforts over time to memorialize and preserve events, people, battlefields, buildings and other icons related to the War of 1812

Connecting or side trails beneficial to the Star-Spangled Banner Trail fall under one of three categories: existing road route; non-motorized land route; or water route. To be eligible for designation, the route must meet applicable criteria described below in addition to its association with one or more interpretive themes. More information on the designation process can be found in appendix Q.

A proposed connecting or side trail that follows an existing road route must be a state or nationally designated byway or other heritage route, in conformance with guidelines for trail and byway collocation (see table 1.1) which themselves are based on state and national scenic byway criteria.

A proposed connecting or side trail that follows an existing non-motorized land route or a water route must be in conformance with all four National Recreation Trail criteria:

- open to public use and designed, constructed, and maintained according to best management practices, in keeping with the use anticipated
- in compliance with applicable land use plans and environmental laws
- available for public use for at least 10 consecutive years after designation
- supported by the landowner(s) (public and private) who property the trail crosses



4.1 Introduction..... 4-1  
4.2 Overall Trail Coordination..... 4-1  
4.3 Potential Roles of the Partners..... 4-2  
4.4 Ongoing Public Participation in Trail Development  
and Management ..... 4-8  
4.5 Evaluating Trail Implementation..... 4-8  
4.6 Connecting or Side Trails ..... 4-9

# Chapter 4

## Management Framework



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## 4. Management Framework

### 4.1 Introduction

#### 4.1.1 RECENT TRAIL MANAGEMENT

Under the National Trails System Act, the National Park Service (NPS) has trail-wide responsibilities for overall coordination of the Star-Spangled Banner Trail, including long-term planning, development, and management. Since the trail's establishment in 2008, the NPS Chesapeake Bay (CHBA) Office in Annapolis, Maryland, has administered the trail, providing technical assistance, oversight, and coordination among and between agencies and partnership organizations in planning, resource preservation and protection, trail marking and interpretation, agreements (partnership, cooperative, and interagency), and financial assistance to other cooperating governments agencies, landowners, interest groups, and individuals.

Since the byway's establishment in 1999 the Maryland State Highway Administration (MD SHA) has had primary management responsibility for the Maryland Star-Spangled Banner Scenic Byway. In 2007, in anticipation of the upcoming 200<sup>th</sup> anniversary of the War of 1812, the Maryland Department of Business and Economic Development (MD DBED) began collaborating with MD SHA on byway planning and development. By integrating trail planning with statewide planning for the bicentennial, development of the trail has been accelerated providing greater assurance that the commemoration activities undertaken will have lasting value and public benefit beyond the bicentennial period.

#### 4.1.2 FUTURE MANAGEMENT THROUGH COLLABORATION

The following sections of the CMP outline a framework for management of the trail based upon a dynamic partnership among the NPS and a wide variety of existing and potential trail partners (Figure 4.1). It builds on what the NPS and its partners are currently doing to develop and manage the trail, recognizing that many successful projects and partnerships are already in place offering visitors opportunities to learn about the people, places, and events of the War of 1812 and that protect trail resources. The trail management

framework also builds on planned investments for the bicentennial commemoration of the War of 1812 that will be made throughout the Chesapeake region in support of the bicentennial commemoration from 2012 to 2015.

The NPS, MD SHA, and MD DBED have worked together to develop the management framework, in accordance with a memorandum of agreement (MOA) calling for joint trail planning (appendix H). The commonwealth of Virginia and the District of Columbia have participated in the planning process as cooperating agencies (appendix G). In the future the NPS, Maryland, Virginia, the District of Columbia, and their partners would collaboratively implement the management framework.

### 4.2 Overall Trail Coordination

#### 4.2.1 ROLE OF THE NATIONAL PARK SERVICE

The NPS, using the authorities of the National Trails System Act, would continue to assume responsibility for overall coordination of the trail in cooperation with the Maryland State Highway Administration (MD SHA) and the Maryland Office of Tourism Development (MD OTD). As the trail coordinator the NPS would continue to:

- oversee implementation of the CMP in conjunction with others through partnerships
- coordinate trail planning, development, and management in a cooperative and consistent manner on a trail-wide basis, incorporating the expertise and involvement of interested organizations, agencies, and landowners
- facilitate communications among the partners to maintain a comprehensive approach to trail marking, resource protection, interpretation, and development of trail visitor facilities and services
- collaborate with other national trails, designated gateways (CBGN partners), and NPS programs on projects, programs, and infrastructure, including shared facilities, that provide recreational experiences and enhance visitor understanding and appreciation of the Chesapeake Bay

- collaborate with state and local trail partners to co-develop infrastructure and programming, including water trails, bicycle routes, and interpretive media and programs that enhance the visitor experience and appreciation of the Chesapeake Bay
- collaborate with state and local trail partners to provide technical assistance for development of orientation materials and resource guides
- work with NPS cultural, natural resources, and recreation programs to provide assistance to state and local partners to further document and protect trail resources and enhance recreation
- consult with the Advisory Council, as appropriate, on matters related to trail management
- support the trail’s regional coordinators (sections 4.2.2 and 4.3.4 below)
- seek funding for projects to enable regions to develop the trail

#### 4.2.2 REGIONAL TRAIL MANAGEMENT

A regional approach to management of the trail could assist the NPS with accomplishing the trail’s purpose, primarily by focusing efforts at a more manageable scale along the 560 miles of land and water routes. This approach reflects the complexity of circumstances along the trail and the need to base management decisions on a better understanding of resources, opportunities and partner capacities that can only be gained from management focused on smaller trail areas.

Future planning, development, and management of the trail could be focused in regions, generally including (figure 4.1):

- Southern Maryland
- Prince George’s County
- Annapolis – Anne Arundel
- Washington, D.C.
- Alexandria
- Baltimore City
- Baltimore County (including North Point)
- Virginia Eastern Shore
- Northern Neck
- Maryland Eastern Shore
- Upper Bay

As the trail develops, the trail regions could be further defined. The CMP would provide the unifying vision for the trail and the overarching management principles that would be implemented in each region.

### 4.3 Roles of the Partners

#### 4.3.1 INTRODUCTION

##### ■ Partnership Authorities, Mandates, and Policies

As specifically mandated in its enabling legislation (appendix A), trail overall coordination would encourage communities, owners of land along the trail, and volunteer groups to participate in trail planning, development, and maintenance. Trail coordination would also occur in consultation with other affected landowners, and federal, state, and local agencies. This collaboration would seek to integrate other plans and programs relevant to the trail, such as state and local designated water trails, scenic byways and auto routes, connecting land trails, heritage areas, and state and local land conservation and historic preservation programs.

Under the general provisions of the National Trails System Act, the NPS would enter into agreements providing limited financial assistance to encourage acquisition, protection, operation, development, and maintenance of the trail. Such agreements could be with states or their political subdivisions, private organizations, landowners or individuals.

The NPS is also authorized to encourage volunteers and volunteer organizations to plan, develop, maintain, and manage, where appropriate trails throughout the nation. Such volunteer activities could include but need not be limited to planning, developing, maintain, or managing trails which are components of the National Trails System, or trails which, if so developed and maintained, could qualify for designation as components of the National Trails System. [Section 11 of the NTS Act 16USC1250]

##### ■ Opportunities for Partners

Collaboration among partners is central to managing any national historic trail. While a lead agency or group of lead organizations represents the core of the management



Figure 4.1:

**Trail Regions**

(as the trail develops regions will be further defined)

**Star-Spangled Banner Trail**

- Land Route
- Water Route

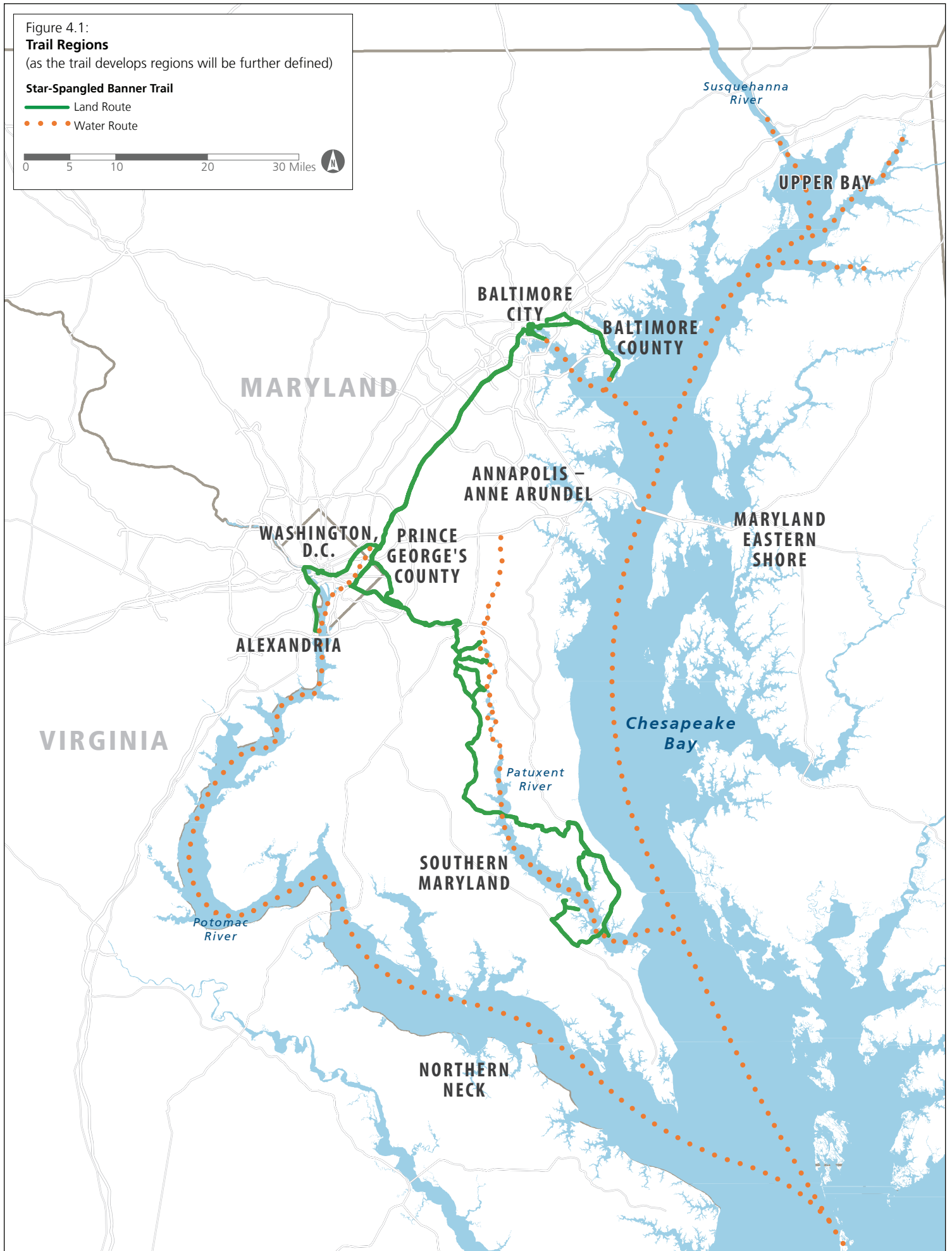


Figure 4.2:  
Trail Partners



mechanism, it is the partners – the “spokes of the wheel” – that determine the success or failure of the operation.

For the Star-Spangled Banner Trail the intent is to develop and strengthen linkages between existing and potential sites and visitor experiences along the trail to create a continuum of opportunities. Historic sites, museums, historic waterfronts, marinas, parks, land and water trail segments, and other points along the trail would connect visitors with the people, places, and events of the War of 1812.

The trail would develop as partnerships are forged or enhanced with traditional partners, such as the trail partners who are already participating in the Chesapeake Bay Gateways and Watertrails Network (CBGN). In addition, alliances with businesses, such as marina operators, outfitters, and bed and breakfast owners could be initiated in order to provide a full spectrum of visitor experiences and services.

Partners would be encouraged to participate in every facet of trail planning, development, and management in order to create a successful and sustainable unit of the National Trails System.

#### 4.3.2 ADVISORY COUNCIL

The Star-Spangled Banner National Historic Trail Advisory Council would assist the NPS with overall coordination of the trail and future implementation of the CMP (appendix B). Council membership would evolve to broadly represent the trail regions and the breadth of interests in the trail. Subcommittees would form to provide advice on particular trailwide issues of interest to council members and to the NPS.

#### 4.3.3 FRIENDS OF THE TRAIL

A trail-wide friends group could form to assist the NPS and its partners with future planning, development, and management of the trail and with fundraising. The friends group could be the primary non-profit partner working closely with the NPS, state partners, and the regional coordinators to implement the CMP. It could have a variety of supporting roles, primarily related to advocacy for the trail, fundraising, and marketing. The group could support efforts to develop education, interpretation, public access, and recreation projects that strengthen regional and trail-wide connectivity. To ensure a trail-wide management orientation that does not favor specific regions or individual sites, members of the group’s governing board could represent all regions and the breadth of interests in the trail.

#### 4.3.4 REGIONAL COORDINATORS

One partner in each region of the trail could assume the role of regional coordinator. Likely candidates for regional coordinators could include heritage areas, bicentennial commemoration organizations, and local government agencies. The regional coordinators could be the primary liaison with trail administrators at the NPS CHBA Office in Annapolis, Maryland. Their functions could be similar to those of the NPS as the overall trail coordinator, although focused on their area of geographic interest. In general, the regional coordinator could be the lead coordinator for trail marking, programming, marketing, and identifying resource priorities. They could ensure that trail promotion is occurring. They could also facilitate matching of proposed projects with funding opportunities. A memorandum of understanding between the NPS and the regional

coordinator could identify respective roles and responsibilities.

#### **4.3.5 MARYLAND HERITAGE AREA PARTNERS**

Maryland's heritage areas are logical partners to assist with future planning, development, and management of the trail and in some instances could become regional coordinators. The statewide system of heritage areas has generated economic development, enhanced tourist visitation across the state, and built federal, state and local partnerships. In the vicinity of the trail there are four state heritage areas (Anacostia Trails, Southern Maryland, Lower Susquehanna Heritage Greenway, and Stories of the Chesapeake) and one national heritage area (Baltimore City) (section 1.6.4 and figure 1.6 above). These areas are places where there are high concentrations of historical, cultural, and natural resources and where motivated community partners are dedicated to the protection and development of those resources through heritage tourism. Each of the heritage areas has participated in the CMP planning process and has expressed interest in future development and management of the trail. Each is also working with the Maryland War of 1812 Bicentennial Commission and local bicentennial organizations to plan for the bicentennial commemoration and to implement projects along the trail that will help support the commemoration and that will have a lasting presence after the bicentennial period.

#### **4.3.6 STATE AND LOCAL TOURISM OFFICES**

State and local tourism offices recognize the potential to stimulate tourism inherent in the trail concept, particularly during the upcoming bicentennial period. Maryland Department of Business and Economic Development (MD DBED) is a major partner in planning for the trail, as previously noted, assisting the NPS with development of the CMP in accordance with a MOU (appendix H) and actively integrating planning for the trail with planning for Maryland's commemoration of the bicentennial.

Representatives of county and city tourism offices in Maryland, Virginia, and the District of Columbia participated in numerous stakeholder and public workshops hosted by the NPS during the CMP planning process. All have expressed

support for the trail and interest in an ongoing role as a partner with NPS in future development and management of the trail.

Through the bicentennial commemoration period (2012 to 2015), the trail's tourism partners would have a leading role in trail development and management. During this period and beyond tourism partners would assist with trail development and management by:

- developing approaches to promoting and marketing the trail
- developing programming and products
- coordinating with state, regional, and trail-wide partners

#### **4.3.7 STATE SCENIC BYWAYS PROGRAMS**

Scenic byway programs within Maryland, Virginia, and the District of Columbia reside with their respective department of transportation. For the existing byway in Maryland, the Maryland Department of Transportation (MDOT) would have a major partner role in implementation of the CMP. If and when scenic byways are designated within Virginia and the District of Columbia, VDOT and DDOT would take on similar roles. Until that time VDOT and DDOT would assist with marking the trail land route.

Transportation planners and engineers would be involved with addressing needs along the trail where it follows state roads to ensure visitor safety and to enhance the travel experience. Primary issues addressed would relate to signage and wayfinding, roadway capacity, roadway safety (for drivers, pedestrians, and bikers), routine maintenance, roadway management practices (resurfacing, restoration, and rehabilitation), and context sensitive design for new transportation projects along the route.

#### **4.3.8 OTHER STATE AGENCIES**

The NPS is already working with several state agencies within Maryland, Virginia, and the District of Columbia. These agencies share an interest in the potential for education, recreation, and natural resource conservation along the trail. In general, state agencies would communicate with NPS and regional coordinators on state conservation and

development projects, review and facilitate projects, and provide grants to support trail development.

■ **Natural Resource Management and Resource Protection Agencies**

State natural resource management and protection agencies are heavily invested in assisting with resource management in the Chesapeake Bay, including various divisions or offices within Maryland Department of Natural Resources (MD DNR), Virginia Department of Conservation and Recreation (VA DCR), and the District of Columbia Department of the Environment (DDOE). For quite some time, these agencies have assisted the NPS with development of the trail as CBGN partners. Activities have included providing outdoor recreation opportunities for visitors, assisting the NPS with inventories and gap analyses related to trail resources and public access, developing water trails, and protecting open space through land conservation programs. The primary role of the state natural resource management agencies in the future would be to assist with identification of land protection opportunities to preserve scenic viewsheds and evocative landscapes.

Most state parks in the trail vicinity are already CBGN partners and have expressed interest in becoming trail partners, including but not limited to Calvert Cliffs State Park, Elk Neck State Park, Kiptopeke State Park, Leesylvania State Park, Mason Neck State Park, North Point State Park, Point Lookout State Park, Sandy Point State Park, and Westmoreland State Park. The parks generally offer outdoor recreation opportunities for trail visitors. Some – such as North Point State Park – have already committed to making facilities available for visitor contact facilities and to house trail interpretive exhibits. The primary role of state park and boating services agencies in the future would be to enhance and expand recreation opportunities through alignment with state programs.

■ **State Historic Preservation Offices**

State historic preservation offices have also provided valuable guidance and assistance with trail planning, particularly with identification of War of 1812 resources. The primary role of state historic preservation offices in the

future would be to assist with identifying and inventorying 1812 resources, research, and project review.

■ **Future Management Agreements with the States**

The NPS would seek to enter into separate MOUs with Maryland, Virginia, and the District of Columbia. The MOUs would lay out cooperative actions by the NPS and the states regarding trail planning, development, and management, as outlined in the CMP. Cooperative efforts would focus on ongoing research, enhancing public access to the trail, identification and protection of trail-related resources, interpretation of the trail, and promotion of the trail. The MOUs would note the significant opportunities to provide trail experiences and to protect related resources within state parks and other state-managed lands that are prime places for trail access, that offer opportunities for visitors to experience landscapes evocative of the early 19th century, and where the War of 1812 stories can be told.

**4.3.9 NATIONAL PARK SERVICE SITES**

Numerous NPS sites are located along or near the trail, many of which encompass War of 1812 resources related to the trail, such as:

- Fort McHenry National Monument and Historic Shrine (including primary trail visitor center)
- National Mall and Memorial Parks
- Pennsylvania Avenue National Historic Site
- President’s Park (White House)
- National Capital Parks-East Units
  - Anacostia Park
  - Baltimore-Washington Parkway
  - Fort Washington Park
  - Greenbelt Park
  - Oxon Cove Park/Oxon Hill Farm
  - Piscataway Park
- George Washington Memorial Parkway
- George Washington Birthplace National Monument
- Thomas Stone National Historic Site

NPS staff from several of these units participated in development of the *Interpretive Plan* (NPS 2011c). Most parks participated in scoping for the CMP and some were members of the CMP planning team. In the future, NPS staff at CHBA responsible for overall trail coordination would

continue to partner with other NPS sites to protect trail-related resources and to develop opportunities for trail visitors, as appropriate.

As the trail develops, interpretation and education staff at all NPS units would continue to coordinate with trail staff regarding teacher training, outreach to youth, and initiatives that extend park programs to other trail regions. Park staff would continue to participate in content development of trail interpretive materials. The parks would also provide trail information and orientation at the visitor center and through interpretive programs and events, encouraging park visitors to explore other sites trail-wide that offer complementary learning and recreation experiences.

#### **4.3.10 LOCAL GOVERNMENT PARTNERS**

Numerous local government partners, including parks and recreation departments, local road managers, local tourism entities, historic preservation groups, local planning departments, and others, have participated in CMP scoping meetings and planning efforts related to the trail. NPS would ask local governments to pass resolutions supporting the CMP and to incorporate actions recommended in the CMP into future community plans, as appropriate.

The NPS or the regional coordinators could seek to enter into MOUs with local government partners regarding future trail development and management, encouraging local governments to:

- implement local policies and practices to identify and protect trail-related resources from adverse impacts of land development
- collaborate with local road managers to address issues related to safety (section 3.6.1) and visitor experience (section 3.7) where the land route of the trail follows local roads
- require or strongly encourage applicants for land development approval to protect trail-related resources and to enhance opportunities for visitors to experience the trail
- implement procedures whereby the NPS and regional coordinators are given an opportunity to comment on land development applications during the approval process

- enhance access to the trail from local parks
- enhance local residents' understanding and appreciation of the trail as a unit of the National Trails System and as a National Scenic Byway or All-American Road (if so designated in the future)

#### **4.3.11 TRAIL SITES**

Trail sites would include federal, state, county, and local park managers as well as historic sites and museums (appendix O). Site managers along the trail could enter into a memorandum of understanding (MOU) (appendix O) with the NPS regarding trail development and management. Through the MOU the NPS would agree as funds and staffing permit to provide technical assistance with interpretive planning, research, partner networking, signage, marketing, and in other areas beneficial to the partners and the trail. Partners would agree to cooperate with the NPS and other partners and to help in advancing the trail in accordance with recommended actions in the CMP. The MOU would not obligate the NPS to provide funding, compensation or reimbursements to its partners. MOUs would have five-year terms and would be subject to automatic renewal.

Site partners could generally support the trail by developing new trail infrastructure and visitor services. Their new products and programs could share visitor experience and resource protection goals with the trail. They could participate with regional committees on development of new and enhanced land trails and new water trails.

#### **4.3.12 WATER AND LAND TRAIL COORDINATORS**

Many water and land trails have already been developed or are under development along the trail (figure 1.8) by partners such as the Anacostia Watershed Society, the North Point Peninsula Council, the Patuxent Riverkeeper, and the Virginia Department of Historic Resources. Water and land trail managers along the trail could enter into a memorandum of understanding (MOU) (appendix O) with the NPS. Through the MOU the NPS would agree as funds and staffing permit to provide technical assistance with interpretive planning, research, partner networking, signage, marketing, and in other areas beneficial to the partners and the trail. Partners would agree to cooperate with the NPS

and other partners and to help in advancing the trail in accordance with recommended actions in the CMP. The NPS would stay abreast of noteworthy land and water trail programs and projects. The NPS would make such information available to partners to help build their capacity. The MOU would not obligate the NPS to provide funding, compensation or reimbursements to its partners. MOUs would have five-year terms and would be subject to automatic renewal.

In the future these water and land trail partners could coordinate water and land trails, public access, and associated programming. They could also work closely with state and local governments to improve access and enhance visitor experience along the trail.

#### **4.3.13 BUSINESSES**

Visitors to the trail would rely on a variety of commercial services to support their travel experience and to enhance recreation opportunities. Business owners in communities along the trail have the potential to benefit from the demand for these services. In addition, the trail would benefit where quality hospitality and recreation services are made available, over time benefitting local businesses and contributing to trail popularity. Numerous business owners participated in the CMP planning process and have expressed an interest in future collaboration in support of the trail experience. Many are already working collaboratively with tourism offices in local communities along the trail. In the future, the NPS would seek to expand their involvement with trail development and management.

#### **4.3.14 ONGOING PUBLIC PARTICIPATION IN TRAIL DEVELOPMENT AND MANAGEMENT**

In the future, public participation would continue during trail development and implementation. Ongoing communication with the public would occur through:

- the trail website
- trail e-newsletters
- bicentennial commemoration websites maintained by trail partners in Maryland, Virginia, and the District of Columbia

Beyond regular communication, the public would have opportunities to engage in the general implementation of the CMP through a variety of tools and techniques. These could include:

- conducting an annual meeting that is open to the public to discuss the upcoming year's planned activities and projects
- establishing project- and program-based committees, similar to the North Point Heritage Greenway Trail planning effort in Baltimore County, that actively engage key stakeholders early on in the project development process
- using design charrettes as a tool to engage the public in the design decision-making
- using project-based e-newsletters and e-mail lists to offer opportunities for the public to both engage in the decision-making process or to simply monitor the process if time is not readily available to participate directly

For specific trail development projects the NPS would use its Planning, Environment and Public Comment (PEPC) web site to provide a centralized one-stop location for providing information to the public and for receiving comments from the public on proposed actions.

Public participation in projects within the right-of-way of state and local roads would be coordinated with local municipalities in accordance with state and local policies and procedures. Public participation in trail projects on public land would be coordinated through the lead agency in accordance with applicable policies and procedures, and if on private land, only with the permission of landowners.

## **4.4 Evaluating Trail Implementation**

The National Park Service as the lead coordinating agency would ultimately be responsible for evaluating progress on implementing the plan in cooperation with MD SHA and MD OTD. The Advisory Council (see Section 1.4) would provide ongoing advice on the plan's implementation.

For the portion of the trail in Maryland that is seeking National Scenic Byway or All-American Road designation,

state and local jurisdictions would be encouraged to endorse the CMP's recommendations and to reference the plan in their planning and policy documents. They would also be encouraged to utilize tools such as Maryland SHA's *Context Sensitive Solutions for Work on Maryland Byways* (MD SHA 2008) (appendix K).

Appendices L and M describe additional ways the CMP would be implemented to improve safety and maximize the visitor experience. Table M.1 lists existing local-level roadway,

resource, and land use policies that offer opportunities to protect trail resources and enhance the visitor experience.

NPS and trail partners would track progress and success of CMP projects using tools such as work plans and annual reporting, inventorying and monitoring, program assessments, visitor surveys, and other methods.

Appendices J, L, and M further describe proposed tools and actions for evaluating trail implementation.

