

# Strategic Planning Update

March 23, 2022 Board Meeting

**DRAFT**



# BBHA 5-Year Vision

The Beach to Bay Heritage Area is a relevant, respected resource and catalyst; successfully sustaining, developing, and/or improving programs, partnerships and organizations dedicated to the lower eastern shore's heritage, ecology and culture.

## Mission

- Promote, preserve and protect the cultural heritage, historical linkages, and natural assets of Maryland's Lower Eastern Shore.

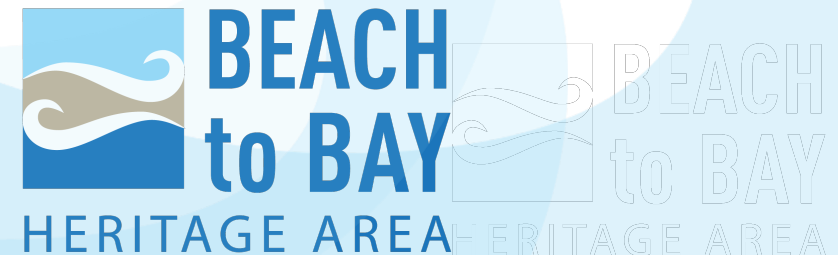
## Vision

- Maryland's Beach to Bay Heritage Area unifies, elevates and celebrates the collective stories of the lower eastern shore's heritage, cultural traditions and natural resources.



# Program Goals – FY 2024-2029

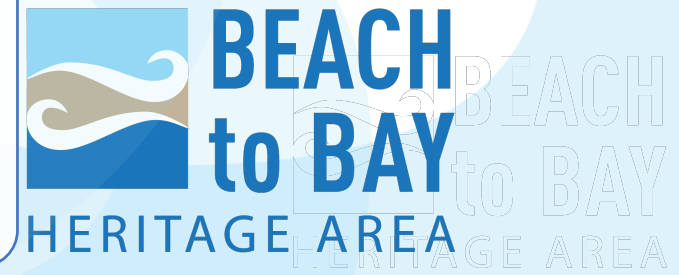
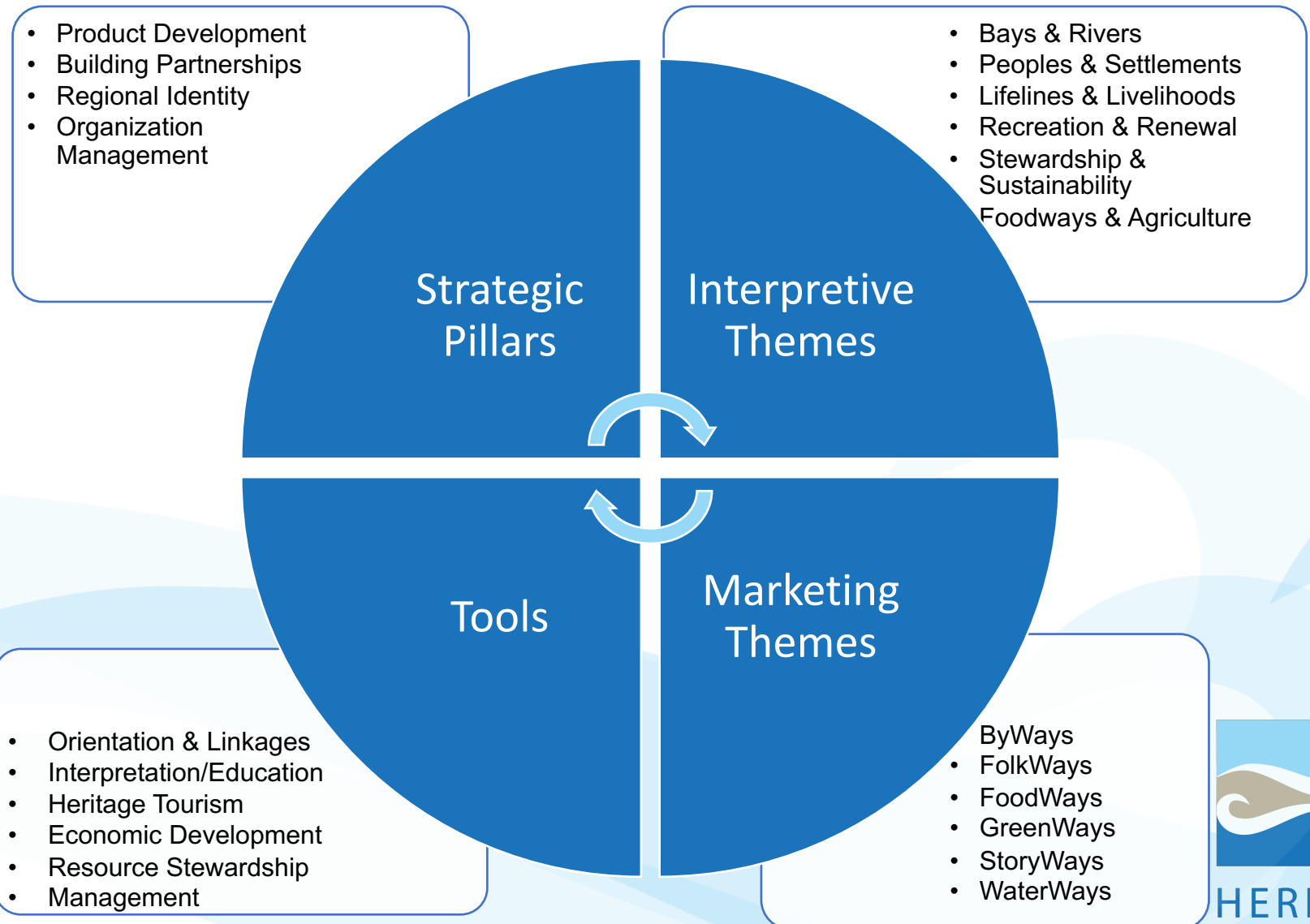
- I. Make Beaches, Bays and Water Ways synonymous with **heritage tourism** on Maryland's lower Eastern Shore. Increase awareness, engagement and visitation to places, sites, and events that are intrinsically linked to our heritage. [Regional Identity; Heritage Tourism]
- II. Seek **common ground** with our heritage 'ways.' Forge linkages through and across history, culture, and the environment to elevate shared regional customs beyond borders and geographic boundaries. [Building Partnerships; Orientation & Linkages]
- III. Develop and **support heritage initiatives** that preserve, protect and promote the cultural, historic, and natural assets of Maryland's Lower Eastern Shore [Product Development; Interpretation & Education]



# Organizational Goals – FY 2024-2029

- I. Increase perception and awareness by regional residents of the Beach to Bay Heritage Area's mission, programs, opportunities and impact. Create linkages by and between stakeholders and citizens to make our vision relevant, meaningful and actionable across geographic, demographic and psychographic profiles.  
[Regional Identity; Economic Development]
- II. Build a highly engaged, proactive regional board representative of, and in leadership positions with, our heritage area's **core** historic, cultural, natural and academic assets.
- III. Develop a diverse, equitable and inclusive plan aligned with our Heritage area vision and mission to strengthen the role and representation of all communities – both historic and emerging -- cultural roots.

# Strategic Planning Platform



# Summary of Objectives – 1 of 2

- Develop a master plan to create, support and promote public art projects aligned with B2BHA's mission.
- Elevate and expand regional Byways that connect within Maryland and to surrounding states:  
Concentrate on land trails tracing the lower shore's history and connections: Chesapeake Country, Beach2Bay, Cape2Cape
- Leverage the groundwork laid by the National Folk Festival in Salisbury to help coordinate and support a Beaches, Bays & Water Ways program at a locally produced Folk Festival in the region.
- Capitalize on the region's outstanding water trails to develop a well-linked, marked and promoted WaterWays network to elevate and promote B2B as an exceptional paddling destination.
- Identify, develop, advocate for and/or support projects that offer regional participation or growth opportunities (i.e., mural trail in all three counties).
- Convene semi-annual or quarterly networking events at different sites to connect heritage site directors and boards, communicate best practices and strengthen coordination and promotion by and between members.
- Continue development of an African American interpretive plan to educate residents and visitors – in person and virtually – of: StoryWays: A journey of faith and freedom on Maryland's Eastern Shore)
- Leverage Federal Highway Administration's (USDOT) American Road designation by developing an interpretive plan to define and elevate the visitor experience.
- Elevate the quality, predictability and consistency of the 'user experience' at select heritage sites by defining and adopting uniform standards for management, visitor experience, and volunteer management.



# Summary of Objectives – 2 of 2

- Develop and launch a Birding Trail to elevate the region as a premier destination for bird and wildlife enthusiasts.
- Expand “Beaches, Bays & Water Ways” marketing campaign launched in 2020 by increasing the brand’s reach and resources.
- Actively promote special events at heritage area sites to inspire appreciation and visitation by including featured activities on B2BHA website, social media and monthly email.
- Create cultural linkages with and increase engagement and promotion of folkways and traditions of new and growing immigrant communities by proactively identifying and including them in the strategic plan.
- Facilitate, organize and/or co-host an annual (signature) event to elevate public awareness and encourage / engage community to connect with select heritage assets or themes beginning in 2024.
- Capitalize on the growing interest in and ownership of electric vehicles to support, develop, install and promote a network of public charging stations at non-profit heritage sites (and destinations).
- Develop a volunteer recruitment and docent training program in partnership with Volunteer Maryland [or an established national service initiative] to strategically support and sustain fledgling, floundering or aging organizations.
- Identify and recruit a diverse volunteer board including subject matter experts and representatives of students, indigenous peoples, and cultures and resident populations.
- Strengthen and adopt standards for board member participation.
- Develop a paid and stipend internship and apprenticeship program to recruit and promote the roles of heritage research, outreach and interpretation. Align with universities programs.
- Leverage board to increase the reach, influence and support of the Heritage Area organization to advocate and assist member organizations.
- Implement a standing board committee dedicated to developing and managing member nominations and new member orientation.