



Chesapeake Crossroads Heritage Area Action Plan

FY27 - FY32 (July 1, 2026 - June 30, 2032)

Each heritage area management entity is required by the Maryland Heritage Areas Authority (MHAA) to complete an Action Plan using this template. Action Plans serve the following purposes:

- Supplement the most current approved version of each heritage area management entity's Management Plan
- Outline the activities the heritage area management entity anticipates pursuing in the specified time
- Serve as the required attachment to the heritage area management entity's annual funding requests to MHAA as part of their Management Grant application and corresponding Cooperative Agreement
- Outline how the activities of the heritage area management entity support the Maryland Heritage Areas Program's Strategic Plan: A Statewide Vision for Success July 2025 – June 2032 (FY26 – FY32), specifically the strategic results and three core areas of focus and impact: tourism, community enhancement, and sustainability.

This Action Plan was approved by the heritage area management entity's governing body, Chesapeake Crossroads Heritage Area Board of Directors, on March 16, 2026, and by the Maryland Heritage Areas Authority on April 9, 2026. Action Plans can be updated as needed by the heritage area management entity. Any updates must be approved by their governing body and MHAA, in that order.

Heritage Area Management Entity Overview

Heritage Area Name (legal and DBA, list both if different):

Chesapeake Crossroads Heritage Area Inc. *(formerly known as ALTSCHA. Inc. (Annapolis Londontown and South County Heritage Area, also has DBA as Four Rivers Heritage Area. The formal name change was made official in 2022, and these prior names/DBAs are no longer relevant or in active use.)*

Date Original Management Plan Approved and Heritage Area Certified:

October 2001

Date Management Plan Amended (if none, enter NA):

NA

Proposed Addition/Changes to Management Plan (if none, enter NA):

NA

List Other Pertinent Planning Documents (i.e. interpretation plans) and Dates of Approval (if none, enter NA):

NA

Description of Current Boundary (including date(s) of amendments, if applicable):

April 8, 2021. ALTSCHA's (now CCHA) Boundary Amendment Approved by MHAA.

Chesapeake Crossroads Boundary Description (narrative): CCHA's current boundary is built upon the original contiguous area defined and adopted when the CCHA (then known as the Annapolis, Londontown, South County Heritage Area/ aka Four Rivers) was created and certified in 2003, with additions of spokes, clusters, and individual sites or standalone nodes as adopted and approved in 2021.

The expansion of the CCHA boundary now encompasses a half-mile buffer to the original boundary, a spoke following the North County African American Trail, consisting of a route through communities, with a half-mile buffer on either side of route, from Pumphrey to Harmans, two clusters of highly engaging heritage assets of the Mid-County Cluster (Crownsville, Bacon Ridge, Annapolis Waterworks Park, and environs), and the Jug Bay Cluster (six related parcels along and adjacent the Patuxent River in the southwest part of the County,) two recreational trails (Rail-to-Trail bike paths with extensive railroad heritage,) including a half-mile buffer on either side of trails, a third smaller trail, located in North County, the "BWI Trail," as well as node sites possessing high potential heritage tourism visitation potential that are contiguous to a buffer or a standalone parcel including:

- Chesapeake Arts Center
- Kinder Farm Park
- Fort Smallwood Park
- Downs Park
- Hancock's Resolution,
- Goshen Farm
- Whites Hall
- National Electronics Museum
- National Cryptological Museum
- Linthicum Walks
- Anne Arundell County Free School Museum, and
- Anne Arundel Community College

Mission Statement:

To advance, support, and promote the natural, historic, cultural, and recreational resources of the heritage area.

Vision Statement:

To forge, build, and sustain connections among our 60+ heritage and cultural sites, parks, organizations, and natural resources, to ensure that they are well-maintained, sustainable, and financially viable, in order to enhance the community, support heritage tourism-based economic development and provide optimal and authentic visitor experiences.

List of Current Staff Members:

- C. Jane Cox (Executive Director) FT
- Katherine Gill (Heritage Programs Coordinator) PT

List of Current Executive Board Members and Coordinating Council:

- Timothy Leahy, Chair
- Lily Openshaw, Vice-Chair
- Christine Dunham, Treasurer
- Linnell Bowen, Secretary
- Eric Elston, Ed.D.
- Alice Estrada,
- Diane Nowak-Waring, APR
- Emily Oland-Squires,
- Heather Skipper,
- Marcie Taylor-Thoma, Ph.D,
- Jean Russo, Ph.D. (EMERITUS)

While our executive board oversees operational and fiscal functions of the CCHA, the organization also convenes a “Coordinating Council” quarterly that serves the Board and the organization in an advisory role to guide the programmatic vision for the CCHA. Council members are nominated by the Board and consists of key stakeholders with geographic range across the CCHA, representing the diverse organizations, interests and communities from across the Heritage Area, to include practitioners or specialists in a range of fields including tourism, preservation, museums, historic research, archival studies, marketing, recreation, and/ or natural resource conservation.

These members (as of February 2026) include:

- Adetola Ajayi, City of Annapolis
- Donna Anderson, Chesapeake Arts Center
- Donald Bailey, At-Large Representative
- Karen Theimer Brown, Historic Annapolis
- Rebecca Benner, Goshen Farm Preservation Society
- Jackie Coleman, Maryland Hall for Creative Arts
- Darian Beverungen, Anne Arundel County Planning and Zoning
- Patricia Delgado, Ph.D., Jug Bay Wetland Sanctuary
- Kristin DeMarco, Historic London Town and Gardens
- Heather Ersts, Visit Annapolis and Anne Arundel County (DMO)
- Erik Evans, Downtown Annapolis Partnership
- Edmund Fleet, Highland Beach
- Irving Gaither, North Arundel Cultural Preservation Society
- Barbara Goyette, Hammond Harwood House
- Lisa Hart, Hancock’s Resolution
- Janice Hayes-Williams, At-Large Representative
- Jake Iverson, Watermark
- Chanel Johnson, Banneker-Douglass-Tubman Museum
- Linda Páez, At-Large Representative
- Heather Ritterpusch, Annapolis Maritime Museum
- DeeDee Strum, Blacks of the Chesapeake Foundation
- Dorothy Whitman, Galesville Heritage Society
- Laura Wood, At-Large Representative

CCHA Value Statement on Diversity, Equity, and Inclusion (Adopted November 2021):

CCHA follows the Alliance of National Heritage Areas, a related organization, in making a commitment to diversity, equity, and inclusion in our work, policies, and practices. Heritage Areas work collectively to protect and promote diverse people and places that tell Maryland's (and America's) stories equitably and inclusively.

- We define diversity as meaningful representation of different individuals and groups in cultural heritage development, including but not limited to race, age, gender identity, sexual orientation, physical/mental ability, ethnicity, geography, and perspective.
- We define equity as policies and practices that help communities gain access to opportunity, networks, and resources toward reaching their full cultural heritage development potential.
- We define inclusion as authentic engagement of diverse groups in cultural heritage development, providing all community members with a genuine sense of belonging.

Current Interpretive Themes/Subthemes:

The four Interpretive Themes of the Chesapeake Crossroads Heritage Area are related to our positioning, physically and conceptually, as a "Crossroads." These were carefully selected and curated when the CCHA underwent its boundary expansion in 2021, and this interpretive framework was formally adopted in March 2023. It remains highly engaging and relevant to guide the CCHA across the six-year horizon of this action plan. The themes recognize our past, our stakeholders, and community members' stories, which are inspired by the past, connected to the present, and help us imagine and navigate the future. They are:

➤ **Crossroads of Place**

- The stories of how our county's peoples interacted with the natural landscape to shape the places we know today. Their actions continue towards shared goals of preserving and sustaining our environment for the present and for future generations.

- Crossroads of Culture
 - The stories of our county’s unique and diverse peoples -- in their roles as leaders, innovators, artists, tradespeople, teachers, and creatives of all kinds. Through their interactions and cross-influences these change-makers have been creating new narratives, expressions, innovations, and imaginings of place.
- Crossroads of Struggle for Equality and Freedom
 - The stories of peoples’ striving for freedom, not only our Nation’s freedom, but the struggles of those who had their freedom taken from them, and all those who have shown bravery and leadership in removing barriers and forging the foundation of the present day
- Crossroads of Social Change
 - The stories of fundamental social transformations over time that account for the contrasts – positive and negative – in our lives and livelihoods.

Within these themes, we have identified subthemes that speak to the unique cultural and natural resources, historical narratives, and events that have shaped the Chesapeake Crossroads Heritage Area. We have also developed a robust and evolving list of keywords or topics specific to the CCHA that could be explored under each theme, which helps inform our interpretive priorities, and guide which stories and messages are communicated to our audiences through our cadres of partners and stakeholders. These priorities, which morph and evolve constantly in reaction to the modern day, help shape CCHA’s grant making decisions, guide the technical support CCHA offers its stakeholders, and in turn influences the tourism products, visitor experiences, educational programs, and associated research and documentation that create access to our stories.

THEMES	SUB THEMES
CROSSROADS OF PLACE	• Waterways: Local creeks, streams, rivers and the Chesapeake Bay – ways the water connects us • Land Connectors: Trails, Roads, Landings, Railroads, Highways, Airports – means with which our peoples have traveled across the land • Open Spaces: Parks, Recreational Opportunities • Stewardship: Conservation of the land and water, Ecology, Sustainability • Stewardship: Preservation of the Built Environment • Stewardship: Archaeology

<i>keywords:</i>	<i>Watershed; Environment; Indigenous Peoples; Waterways; Oysters, Crabs, Finfish; Birds – native to migratory; Agriculture: Tobacco, etc; Railroads; Middle Passage (Port Markers, etc.); Sacred Places; Burial grounds, cemeteries, discoveries of forgotten burials; Quarters for the enslaved; Taverns; Recreation; Erosion, Pollution; Climate Change, Sea-level rise; Open Spaces: Parks, Trails, etc ; Maritime Heritage; Watermen; Navigation; Lighthouses; Ferries; Boating; Military Heritage; Forts; Archaeology; Sustainability; Eminent Domain (Government takeover of land, i.e., BWI Airport, Fort Meade); Captain John Smith and NPS Captain John Smith National Historic Trail; NPS Washington-Rochambeau Revolutionary Route; War of 1812 in the Chesapeake/ NPS Star-Spangled Banner National Historic Trail.</i>
CROSSROADS OF CULTURE	• The Indigenous: Our Area’s Original Inhabitants • Community Cross-Influences: Old and New Community Members, including Immigrants • Arts, Culture, Expression • Foodways • Innovation and Ingenuity • Design for the Future: technology, media, more
<i>keywords:</i>	<i>ALL PEOPLES, including subsets of communities; Leaders, historical figures; Arts, Culture, Expression, Music, Dance; Community cross-influences; Cultural Traditions; Middle Passage (Port Markers, Kunta Kinte); 400th Anniversary of Maryland 1634; Immigrants; Connections; Anthropology; Technology; Trades and Tradespersons; Trades’ cultures – Watermen, Farmers, Ship-pilots; Boat-building; Positive results of Adaptation (survival to thriving); Mentors to Mentees/Learners; Oral History; Communications and Publishing .</i>

CROSSROADS OF STRUGGLE FOR EQUALITY AND FREEDOM	• Nation’s Freedom: U.S. Naval Academy, National Cryptologic Museum, Maryland State House • Enslavement and Personal Freedom: The stories of the enslaved, from the Middle Passage to Plantations to Town Houses • Struggles for Personal Freedom: Runaways, Fugitives, Free Blacks • Community Inequality, Segregated communities: Highland Beach/ “the Black Coast” • Community Inequality, Segregated schools: Rosenwald Schools, Bates Legacy Center • Community Inequality, Segregated Expression: Carr’s and Elktonia Beaches, Hoppy Adams – “Race music” and segregated beaches, entertainment, and recreation
<i>keywords:</i>	<i>Leaders and historical figures; America 250; 1964-2024 Civil Rights Commemoration; Indigenous peoples; Leadership; Revolutionary War; Liberty Tree; Signers of Declaration of Independence; George Washington Resigns Commission; War of 1812; Bound Labor; African American Heritage; Inequities; Segregation; Freed Blacks; Right to Vote; Civil Rights; Social Injustices; suffragette movement; Lynchings; Religious Freedom; Immigrants; Courthouses; Red Lining; Urban Renewal; Jim Crow Era; Crownsville Hospital; Almshouses; LGBTQIA+; Economy; Entrepreneurs.</i>
CROSSROADS OF SOCIAL CHANGE	• Commerce to Recreation • Railroads to Rail Trails • Workboats to Sailboats • Truck Farming to Commercial Food Distribution to Farmers’ Markets • Communications and Publishing -- Printed Newspapers to Internet • Gender Identity and Social Roles • Expectations for Women: From Home-Bound to Every Profession • Changing Roles Based on Gender and Identity

<i>keywords:</i>	<i>Leaders, historical figures; Women’s Roles; Gender Identity, LGBTQIA+; Social Roles; Civil Rights; Historic Preservation; Crownsville Hospital; Almshouses; Technology; Conservation; Sustainability; Communications and Publishing; Education and Schools; Industry; Economy; War and Strife; Sports; Artistic Expression; Ethnic Music influencing new modes of music; Carr’s Beach, Elktonia Beach, Hoppy Adams -- music and influence</i>
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Goals, Objectives, Strategies/Action Items

The goals outlined below support the three stated core areas of focus defined by the Maryland Heritage Areas Program’s Strategic Plan: A Statewide Vision for Success July 2025 – June 2032 (FY26 – FY32), and as required by the MHAA, these goals are standardized for all heritage area management entities operating under the MHAA program. The MHAA’s new plan includes the following three core areas of focus and impact:

- **Tourism**
- **Community Enhancement**
- **Sustainability.**

The objectives and strategies/action items delineated in the attached plan seek to align with the following strategic results ;

- Enhance and preserve heritage assets and make them accessible to the public;
- Support equitable, robust and sustainable local economies;
- Connect/ enrich communities and visitors to Maryland’s heritage and cultural traditions; and
- Expand/ strengthen partnerships and networks in CCHA and across the City of Annapolis and Anne Arundel County.

Goal #1: Tourism: Promote economic development through place-based heritage tourism experiences for visitors and residents

Heritage Tourism Definition: When historic, cultural, and natural resources are used to attract visitors and residents to an experience that provides access to places, stories, activities, and artifacts of the past and present that represent Maryland's unique heritage. In doing so, heritage tourism also contributes to local economic prosperity, conservation of resources, and social connections that support thriving communities.

Visitor Definition: People traveling overnight or same-day to a destination in pursuit of place-based experiences related to recreation or personal interest, while making use of local resources and contributing to local economies.

Examples of tourism activities to be conducted by a heritage area management entity might include, but are not limited to staff time that is overseeing the development of walking tours, installment of interpretive panels, website enhancements, creation of trails, education programs, photo contests, marketing to visitors/residents, tourism publications, newsletters, e-blasts, films, cookbooks, brochures, commemorative events, work with Destination Marketing Organizations, etc.

Objectives	Strategy/ Action Items	Deliverables/Measures of Success	Duration (by start date FY) (FY27-28) (FY29-30) (FY31-32) or (In Process/ Ongoing)	MHAA Funding Type (list or highlight all that apply)	Partners/ Resources (see key)	Strategic Results- Impact Indicators : Select all that apply. (see key)
G1-Objective1: Facilitate and promote new or enhanced visitor experiences that will draw new or return visitors to CCHA partner sites	G1.O1.A: Provide financial support through mini-grants and/or project sponsorships, and offer tools / technical support to assist partner sites in building out heritage tourism experiences.	# of programs supported/ Increased engagement year over year	In Process/ Ongoing, (FY27-FY28)	Management, Mini-Grant	C-STAFF, C-Board, Stakeholder-ALL, PartnerORGS, MHAA, GA-Local	Enhance Assets/ Make Accessible, Support Economy

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G1-Objective 2: Encourage partner sites and organizations to offer accessible experiences that are diverse, inclusive, and embrace sustainable practices.	G1.O1.B: Pursue coordinated roadside and wayfinding signage across the CCHA, and build on the historic marker program in collaboration with the City, County, State Department of Transportation, and VAAAC;	# of signs installed and/or requested; Engagement with State and local gatekeepers for installation	In Process/ Ongoing	Management, Mini-Grant	C-STAFF	Enhance Assets & Make Accessible
	G1.O1.C: Award CCHA mini-grants at an adequate funding level that encourages development of new products, support preservation and conservation of CCHA's historic, cultural, natural, recreational and archaeological assets and help build or sustain capacity of partners.	# of programs supported/ Increased engagement year over year	(FY27-FY28)	Management, Mini-Grant	C-STAFF, C-Board	Enhance Assets / Make Accessible, Support Economy
	G1.O1.D: Identify, publicize and provide guidance on applying for a range of public and private grant opportunities	# of programs identified and shared	In Process/ Ongoing	Management	C-STAFF, C-Board, C-CoordCouncil, MHAA	Enhance Assets / Make Accessible, Connect and Enrich,
	G1.O2.A: Encourage facilitate and promote programs and events that offer accessibility for all audiences; that champion diversity and inclusivity; and offer multilingual presentations and options when feasible; celebrating statewide and regional commemorations; engaging with the intersection of the arts and heritage interpretation ; and support a wide array of cultural experiences	# of programs supported/ Increased engagement year over year	In Process/ Ongoing	Management, Mini-Grant	C-STAFF, C-Board, C-CoordCouncil, PartnerORGS, Stakeholder-ALL	Enhance Assets / Make Accessible, Expand Partners and Networks , Connect and Enrich,
	G1.O2.B: Collaborate more robustly with arts organizations to highlight the arts to increase public engagement, education, and participation/ attendance at events	# of programs supported/ Increased engagement year	(FY29-FY30)	Management, Mini-Grant	C-STAFF, STK-Arts, EducationalOrgs	Expand Partners and Networks , Connect and Enrich,

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		over year				
	G1.O2.C: Facilitate and work with trails and water trails organizations to promote project collaboration, enhance public access to parks, trails, recreational opportunities and the water	# of programs supported/ Increased engagement year over year	(FY27-FY28)	Management, Mini-Grant	C-STAFF, STK-Recreation, STK-NatResCons, GA-State, GA-Fed, GA-Local, SITES	Enhance Assets / Make Accessible, Expand Partners and Networks , Connect and Enrich,
	G1.O2.D: Continue to work with key preservation and conservation groups on projects, programs and technical assistance tools to encourage sustainable practices	# of programs supported/ Increased engagement year over year	In Process/ Ongoing	Management, Mini-Grant	C-STAFF, STK-Recreation, STK-NatResCons, GA-State, GA-Fed, GA-Local, SITES	Support Economy
G1-Objective3: Build partnerships and collaborate with private sector and corporate partners to build awareness of CCHA range of heritage assets and to encourage increased visitation	G1.O3.A: Respond to opportunities that may arise to significantly leverage local and/or private investment in heritage-related projects, such as exploring corporate sponsorship for events or programs.	Increased engagement year over year	(FY29-FY30)	Management, Marketing	C-STAFF, C-Board, C-CoordCouncil, Stakeholder-ALL, Private/Other, DMO	Support Economy
	G1.O3.B: Engage more fully with the agro-tourism community, the Farm Bureau, land conservation organizations, and local chamber of commerce representative	Increased engagement year over year	(FY29-FY30)	Management	C-STAFF, C-Board, C-CoordCouncil, Stakeholder-ALL, Private/Other, DMO, GA-State, GA-Local, SITES,	Enhance Assets / Make Accessible, Expand Partners and Networks , Connect and Enrich,

					PartnerORGS, C-AdHocs	
G1-Objective 4: Explore, identify, and implement strategies to help partners build their organizational capacity in order to increase their impact, engagement and visitation to their sites.	G1.O4.A: Increase engagement and partnership with the NPS Chesapeake Gateways program, specifically active participation with the Annapolis/ Anne Arundel County Gateways Communities initiative;	Increased engagement year over year	In Process/ Ongoing, (FY27-FY28)	Management, Marketing	C-STAFF, GA-Fed, SITES, STK-Recreation, STK-NatResCons, PartnerORGS, GA-State, Private/Other	Expand Partners and Networks , Enhance Assets / Make Accessible, Connect and Enrich,
	G1.O4.B: Develop and share survey and tracking tools with partners on the CCHA website to help partner sites better track, assess, and quantify their reach, impact and results; Undertake periodic review of visitor programs and products .	# of programs supported; Metrics on partner impact or reach	In Process/ Ongoing	Management	C-STAFF, PartnerORGS	Support Economy, Enhance Assets & Make Accessible
	G1.O4.C: Explore crowd sourcing of services, software or consultants under the CCHA umbrella so that partners might share resources they might not be otherwise able to afford alone	Resources explored & anecdotal partner feedback	In Process/ Ongoing	Management	C-STAFF, Private/Other, PartnerORGS	Expand Partners and Networks
	G1.O4.D: Share public and private grant opportunities with partners that help build or sustain capacity of partners.	Anecdotal partner feedback on non-MHAA or CCHA grant successes	In Process/ Ongoing	Management, Mini-Grant	C-STAFF, C-Board, C-CoordCouncil, PartnerORGS, Stakeholder-ALL, Private/Other	Expand Partners and Networks

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G1-Objective 5: Support heritage tourism-related educational programs at partner sites for K-12, homeschool, college / university students, and lifelong learners.	G1.O5.A: Prioritize mini-grant funding to support educational projects for youth programs; Explore offering internship stipends for students/ young professionals; Promote and support local experiential and educational programs (field trips)	# of programs/ interns supported; Metrics on partner impact or reach	In Process/ Ongoing	Management	C-STAFF, Private/Other, GA-Local, EducationalOrgs , Stakeholder-ALL, PartnerORGS, C-Education, C-Board, C-CoordCouncil	Connect and Enrich,
	G1.O5.B: Work with State and local educators to share with partners information on AACPS/ State Board of Ed curriculum, and to engage where feasible with extant programs (like Civics / History Day).	# of collaborations based on anecdotal partner feedback;	(FY29-FY30)	Management, Mini-Grant	C-STAFF, C-Education, GA-Local, GA-State, Private/Other, Stakeholder-ALL, PartnerORGS	Expand Partners and Networks , Connect and Enrich,
	G1.O5.C: Support the AACPS and AACC service learning and internship opportunities and facilitate effective working relationships/communications between sites and schools (including faith-based groups/youth programs)	# of collaborations based on anecdotal partner feedback;	(FY29-FY30)	Management, Mini-Grant	C-STAFF, Private/Other, C-Education, Stakeholder-ALL, PartnerORGS, EducationalOrgs	Enhance Assets / Make Accessible, Expand Partners and Networks , Connect and Enrich,
	G1.O5.D: Create a Heritage Ambassadors program-- a volunteer and intern-based corps of program supporters, young professionals and students to assist CCHA and its partners.	# of Heritage Ambassadors engaged across the CCHA annually	(FY27-FY28), In Process/ Ongoing	Management	C-STAFF, Private/Other, C-Education, Stakeholder-ALL,PartnerORGS , EducationalOrgs, C-SmallOrgs, C-Board, C-CoordCouncil, GA-Local	Expand Partners and Networks , Connect and Enrich,

G1-Objective 6: Capitalize on the resources, expertise, and partnership of governmental and quasi-governmental affinity organizations to expand heritage tourism capacity and opportunities across the CCHA boundary	G1.O6.A: Continue to expand our partnership with Visit Annapolis & Anne Arundel County local DMO.	Examples of cross-marketing and # of potential collaborations identified or pursued annually	In Process/ Ongoing	Management, Marketing	C-STAFF, C-Board, C-Marketing, DMO,Stakeholder-ALL	Expand Partners and Networks , Support Economy, Enhance Assets / Make Accessible, Connect and Enrich,
	G1.O6.B: Monitor and engage with the work and programs of nonprofits such as the Maryland Tourism Coalition, Anne Arundel Economic Development Corporation, Arundel Community Development Services, the Farm Bureau, and local chambers of commerce	# of potential collaborations identified or pursued	In Process/ Ongoing	Management, Marketing	C-STAFF, Private/Other, DMO, Stakeholder-ALL, C-Board	Support Economy, Expand Partners and Networks
	G1.O6.C: Continue to build relationships and partner with local agencies, such as the Anne Arundel County Cultural Resources Program, Anne Arundel and City of Annapolis Rec & Parks departments, the County's Agricultural Committee.	# of potential collaborations or engagements either identified, pursued or executed	In Process/ Ongoing	Management	C-STAFF, Private/Other, GA-Local, PartnerORGS, C-Board, C-CoordCouncil	Expand Partners and Networks
	G1.O6.D: Monitor statewide trends, initiatives and programs in the tourism and heritage space, and when feasible engage with the Maryland Office of Tourism Development (OTD); the Maryland Historical Trust, Jefferson Patterson Museum and Dept Natural Resources.	# of potential collaborations or engagements either identified, pursued or executed	In Process/ Ongoing	Management	C-STAFF, Private/Other, GA-State, GA-Local, SITES, Stakeholder-ALL, C-Marketing, DMO	Support Economy, Enhance Assets / Make Accessible, Connect and Enrich,

G1.O6.E: Engage with special commissions and government committee to achieve Heritage Area goals, (MD 250, Annapolis 250, Crownsville Hospital Steering Committee, Maryland 400th Anniversary)	# of potential collaborations or engagements either identified, pursued or executed	In Process/ Ongoing, (FY27-FY28)	Management	C-STAFF, Private/Other, DMO, GA-Local, GA-State, Stakeholder-ALL, PartnerORGS, C-Marketing, C-Education, C-AfAmPres	Enhance Assets / Make Accessible, Connect and Enrich,
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Goal #2: Community Enhancement: Cultivate heritage-related strategic investments and projects that will enhance communities in the heritage area

Community Enhancement Definition: When strategic investments and projects improve the quality of life and long-term health of a community including its people, businesses, local jurisdictions, and natural and built environments. Grants from the Maryland Heritage Areas Program support community enhancement through the lens of heritage to include, but not limited to, education, historic preservation, the environment, recreation, and economic impact.

Heritage Definition: Features belonging to the culture of a particular society, racial, ethnic, religious, or cultural group - such as traditions, languages, built and natural places, food, art, and music - that were created in the past or present and hold historical importance and/or relevance.

Examples of community enhancement activities to be conducted by a heritage area management entity might include, but are not limited to mini-grant program(s), technical assistance to project applicants/grantees, local review of MHAA grants, work focused on telling underrepresented stories, annual meetings/networking events/workshops, project coordination across multiple partners/convening local partners, etc.

Objectives	Strategy/ Action Items	Deliverables/Measures of Success	Duration (by start date FY) (FY27-28) (FY29-30) (FY31-32) or (In Process/ Ongoing)	MHAA Funding Type (list or highlight all that apply)	Partners/ Resources (see key)	Strategic Results- Impact Indicators : Select all that apply. (see key)
G2-Objective 1: Develop, support and encourage projects to ensure preservation, protection, conservation and sustainable management of historic buildings and landscapes, archeological and natural resources, cultural resources and heritage communities, both short- and long-term	G2.O1.A: Provide funding, support, technical guidance, opportunity for inter-site collaboration and peer-to-peer engagement for the full range of CCHA partner sites and organizations	# of potential collaborations or engagements either identified, pursued or executed	In Process/ Ongoing	Management, Marketing, Mini-Grant	C-STAFF, C-Education, C-SmallOrgs, C-Marketing, C-AfAmPres, C-AdHocs, PartnerORGS, STK-Hist, STK-Arts, STK-NatResCons, STK-Recreation, EducationalOrgs, GA-Local, DMO	Support Economy, Enhance Assets & Make Accessible
	G2.O1.B: Award mini-grants with a funding cap that respects the increasing costs for projects and aligns with inflation cost increases, and broadens eligible uses of the funding.	# of programs supported/ Increased engagement year over year	In Process/ Ongoing	Management, Mini-Grant	C-STAFF, C-Board, C-CoordCouncil, MHAA, PartnerORGS, MHACoalition	Support Economy
	G2.O1.C: Explore expansion of Main Street Programs in CCHA/ Identify & engage w/ communities that could benefit/ qualify across the CCHA boundary	# of potential collaborations or engagements either identified, pursued or executed	(FY29-FY30)	Management, Marketing	C-STAFF, Private/Other, Elected, GA-Local, Stakeholder-ALL, C-AdHocs, C-Board, C-CoordCouncil	Support Economy

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G2-Objective 2: Advocate for activities, policies, legislation that will protect, enhance and preserve Heritage Area assets	G2.O1.D: Foster new partnerships among our stakeholders & encourage peer-to-peer collaborations and programs	# of potential collaborations or engagements either identified, pursued or executed	In Process/ Ongoing	Management	C-STAFF, C-CoordCouncil, C-Education, C-SmallOrgs, C-Marketing, C-AfAmPres, C-AdHocs, PartnerORGS, Stakeholder-ALL, SITES	Expand Partners and Networks
	G2.O1.E: Encourage greater integration of arts, culture, and conservation/ natural/ recreational experiences across CCHA programs and initiatives.	# of potential collaborations or engagements either identified, pursued or executed	In Process/ Ongoing, (FY27-FY28)	Management, Mini-Grant	C-STAFF, C-SmallOrgs, C-Marketing, C-AfAmPres, PartnerORGS, STK-Arts, STK-NatResCons, STK-Recreation	Connect and Enrich,
	G2.O2.A: Participate in discussions of issues and incorporate advocacy alerts when opportunities for comment or action arise regarding threats or benefits to heritage resources and HA assets.	# of issues identified and addressed	In Process/ Ongoing	Management	C-STAFF, Elected, DMO, MHACoalition, GA-Local, Stakeholder-ALL, C-Board, C-CoordCouncil	Enhance Assets / Make Accessible, Expand Partners and Networks
	G2.O2.B: Track and when appropriate offer guidance comment or testimony on local policies, legislation or actions that impact preservation of historic assets, landscapes, natural resources, conservation or public access to CCHA assets	# of potential collaborations or engagements either identified, pursued or executed	In Process/ Ongoing	Management	C-STAFF, Elected, DMO, Stakeholder-ALL, C-Board, C-CoordCouncil	Enhance Assets / Make Accessible, Expand Partners and Networks

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G2-Objective 3: Special Priority: Share untold stories; document and celebrate descendant communities	G2.O2.C: Coordinate with conservation partners to increase public engagement and education on natural resources conservation and local conservation programs	# of potential collaborations or engagements either identified, pursued or executed	(FY31-FY32)	Management	C-STAFF, GA-Local, STK-NatResCons, STK-Recreation, C-SmallOrgs	Enhance Assets / Make Accessible, Expand Partners and Networks , Connect and Enrich,
	G2.O3.A: Increase engagement, recognition and programming within descendant communities	# of potential collaborations or engagements either identified, pursued or executed	In Process/ Ongoing	Management, Mini-Grant	C-STAFF, C-AfAmPres, C-SmallOrgs, C-CoordCouncil, Stakeholder-ALL, PartnerORGS, Private/Other, GA-Local	Expand Partners and Networks , Connect and Enrich,
	G2.O3.B: Support and work with stakeholders to identify, record, interpret, and share community stories and archives. Prioritize mini-grant support for this work	# of potential collaborations or engagements either identified, pursued or executed	In Process/ Ongoing, (FY27-FY28)	Management, Mini-Grant	C-STAFF, C-AfAmPres, C-SmallOrgs, C-CoordCouncil, Stakeholder-ALL, PartnerORGS, Private/Other, GA-Local	Connect and Enrich,
	G2.O3.C: Continue to support partners (thru technical support or mini grants) gathering oral histories and creating community-based archives for posterity and dissemination through interpretive products or programs when feasible	# of potential collaborations or engagements either identified, pursued or executed	In Process/ Ongoing, (FY27-FY28)	Management, Mini-Grant	C-STAFF, C-AfAmPres, C-SmallOrgs, C-CoordCouncil, Stakeholder-ALL, PartnerORGS, Private/Other, GA-Local, SITES	Connect and Enrich,

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G2-Objective 4: Special Priority: Support environment stewardship, conservation and sustainability initiatives Invest in and support expansion of recreational opportunities, access to the water, and agritourism	G2.O4.A: Facilitate and work with trails and water trails organizations to promote project collaboration, enhance public access to parks, trails, build or expand recreational opportunities and water access; Work with key stakeholders on best practices and strategies in ecotourism.	# of potential collaborations or engagements either identified, pursued or executed	(FY29-FY30)	Management, Marketing, Mini-Grant	C-STAFF, C-CoordCouncil, C-SmallOrgs, C-AdHocs, PartnerORGS, STK-NatResCons, STK-Recreation, SITES, Private/Other	Enhance Assets / Make Accessible, Connect and Enrich,
	G2.O4.B: Promote partnerships to put sustainable management into action and promote environmental awareness by engagement with climate change issues	# of potential collaborations or engagements either identified, pursued or executed	(FY29-FY30)	Management	C-STAFF, C-CoordCouncil, C-SmallOrgs, C-AdHocs, PartnerORGS, STK-NatResCons, STK-Recreation, SITES, Private/Other	Enhance Assets & Make Accessible
	G2.O4.C: Re-assess existing maritime resources, assets, tourism products, as part of the through the Maritime Crossroads initiative; Support and facilitate when feasible the expansion of physical access points to the water for both visitors and local communities	# of potential collaborations or engagements either identified, pursued or executed	(FY27-FY28)	Management, Marketing, Mini-Grant	C-STAFF, C-CoordCouncil, C-SmallOrgs, PartnerORGS, STK-NatResCons, STK-Recreation, SITES, Private/Other, DMO, Stakeholder-ALL	Enhance Assets / Make Accessible, Connect/ enrich communities and visitors to MD heritage & cultural traditions, Expand Partners and Networks

Goal #3: Sustainability: Align the resources of the heritage area management entity so they contribute to the long-term sustainability and prosperity of the heritage area

Sustainability Definition: When a community or project aligns people, the environment (built and natural), and economic results in a manner that benefits the larger society and contributes towards its prosperity.

Examples of organizational sustainable activities to be conducted by a heritage area management entity might include, but are not limited to board development, updating or developing planning documents, committee work, fundraising activities, Coalition activities, trade shows/conferences, partnerships with organizations, participation on advisory boards, national heritage area designations, updating management plans/themes, boundary expansions, etc.

Objectives	Strategy/ Action Items	Deliverables/Measures of Success	Duration (by start date FY) (FY27-28) (FY29-30) (FY31-32) or (In Process/ Ongoing)	MHAA Funding Type (list or highlight all that apply)	Partners/ Resources (see key)	Strategic Results- Impact Indicators : Select all that apply. (see key)
G3-Objective 1: Continue strategies to address CCHA's long-term financial stability & ensure sound board governance	G3.O1.A: Ensure long term financial sustainability of the organization through diversified funding sources, including non-governmental grants, fundraising and possible corporate sponsorships.	Reporting out to Board; # of collaborations identified, pursued or executed	In Process/ Ongoing	Management	C-STAFF, PartnerORGS, STK-NatResCons, STK-Recreation, SITES, Private/Other, DMO, Stakeholder-ALL, C-Board	Support Economy
	G3.O1.B: Prioritize staff development, training, and succession planning;	Report status and seek feedback from	In Process/ Ongoing	Management	C-STAFF, C-Board	Expand Partners and Networks ,

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		Board				Support Economy
	G3.O1.C: Monitor staff workload and compensation; Add temporary, contractual or permanent staffing as necessary and as funding allows	Report status out to Board and take actions as appropriate	In Process/ Ongoing, (FY27-FY28)	Management	C-STAFF, C-Board	Support Economy, Expand Partners and Networks
	G3.O1.D: Periodically review current board governance, policies and bylaws and explore possible improved efficiencies	Report status and seek feedback from Board	In Process/ Ongoing, (FY27-FY28)	Management	C-STAFF, C-Board	Expand Partners and Networks , Support Economy
	G3.O1.E: Actively recruit and cultivate a full Board complement as per the bylaws; Refine Board qualifications, roles and responsibilities.	Report status and seek feedback from Board	In Process/ Ongoing, (FY27-FY28)	Management	C-STAFF, C-Board	Expand Partners and Networks
	G3.O1.F: Utilizing guidance provided by MHAA, provide timely reporting as required by the new cooperative agreements.	Timely and accurate completion of required reporting	In Process/ Ongoing	Management	C-STAFF, C-Board, MHAA	Expand Partners and Networks
	G3.O1.G: Evaluate and communicate CCHA's effectiveness in meeting goals & objectives of this plan on an annual basis for various grant reporting	Report status and seek feedback from Board	In Process/ Ongoing	Management	C-STAFF, C-CoordCouncil, C-Board, MHAA	Expand Partners and Networks , Support Economy
G3-Objective 2: Strengthen and build capacity to ensure ongoing organizational sustainability and responsiveness to changing conditions or unexpected circumstances	G3.O2.A: Periodically revisit the “spokes and nodes” boundary as approved in April 2021, to ensure heritage assets which have been activated or identified since 2021 that have particularly high tourism or community enhancement potential are not neglected or	Qualitative review with Board; Feedback from Coordinating Council and Partners	(FY29-FY30)	Management	C-STAFF, C-CoordCouncil, PartnerORGS, Stakeholder-ALL, SITES, GA-Local, DMO	Expand Partners and Networks , Support Economy, Enhance Assets / Make Accessible, Connect and Enrich,

	overlooked;					
	G3.O2.B: Foster and promote equity, diversity, inclusivity, and accessibility among our partners	Qualitative review with Board; Feedback from Coordinating Council and Partners	In Process/ Ongoing	Management, Marketing, Mini-Grant	C-STAFF, C-Board, C-CoordCouncil, C-Education, C-SmallOrgs, C-Marketing, C-AfAmPres, PartnerORGS, Stakeholder-ALL, Private/Other	Support Economy, Connect and Enrich,
	G3.O2.C: Identify and connect with new and emerging heritage sites across the CHA boundaries; inform about funding and other development opportunities	Qualitative review with Board; Feedback from Coordinating Council and Partners	(FY29-FY30)	Management, Mini-Grant	C-STAFF, PartnerORGS	Enhance Assets / Make Accessible, Connect and Enrich,
	G3.O2.D: Convene quarterly Coordinating Council (CC) meetings, and ensure diverse representation and varied composition on the Council, in alignment with the CCHA By Laws	# and reporting on Meetings held; Qualitative review with Board; Feedback from Coordinating Council and Partners	In Process/ Ongoing	Management	C-STAFF, C-CoordCouncil, C-Board	Expand Partners and Networks
	G3.O2.E: Convene an all partners gathering annually to share successes and industry challenges; build and strengthen the wider CCHA community.	Qualitative review with Board; Feedback from Coordinating	In Process/ Ongoing	Management	C-STAFF, C-Board, C-CoordCouncil, PartnerORGS,	Expand Partners and Networks

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		Council and Partners			Stakeholder-ALL	
G3-Objective 3: Strengthen and modernize communications plan, to include website and social media enhancements; Expand marketing of Heritage Area sites, events, assets and resources.	G3.O3.A: Continue effective email and digital communications. Produce an Annual Report; produce and send E-newsletter; create and post effective social media communications (Facebook, Instagram); Conduct a cost-benefit analysis of continued use of print newsletters and related print media v. digital platforms.	#, and quality of communications.	In Process/ Ongoing	Management, Marketing	C-STAFF, C-Marketing, DMO	Enhance Assets / Make Accessible, Connect and Enrich,
	G3.O3.B: Build and maintain a robust and accurate contact list for email and "constant contact" communications. Identify key community members to disseminate information, mobilize their community and combine tools for local businesses and homeowners associations	# of contacts maintained year over year. # of new community/ business/ HOAs engaged	In Process/ Ongoing	Management, Marketing	C-STAFF, C-Marketing, DMO	Enhance Assets / Make Accessible, Connect and Enrich,
	G3.O3.C: Develop and expand the signature "Maryland Day Celebration" annually (along with other HA wide outreach events) as core programming to promote the CCHA in the Mid-Atlantic and beyond	# and quality of events; To the extent feasible track attendance numbers and demographics; # of media outlets covering the events	In Process/ Ongoing, (FY27-FY28)	Management, Marketing, Mini-Grant	C-STAFF, C-Marketing, DMO, Private/Other, Stakeholder-ALL, PartnerORGS, MHACoalition	Enhance Assets / Make Accessible, Support Economy, Expand Partners and Networks , Connect and Enrich,

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G3-Objective 4: Continue to develop Peer-to-Peer Support, offer technical assistance, and encourage collaborative partnerships across all partners and stakeholder as feasible	G3.O3.D: Continue and expand/ refine use of website, social media and digital platforms to drive traffic to both CCHAs website and to partner websites	Qualitative review of digital media; track metrics on website traffic	In Process/ Ongoing	Management, Marketing	C-STAFF, C-Marketing, PartnerORGS	Enhance Assets / Make Accessible, Connect/ enrich communities and visitors to MD heritage & cultural traditions
	G3.O3.E: Hire professional communications / marketing support and social media advisor for both ongoing initiatives and special projects	Qualitative feedback from Board and Marketing committee; Advice of DMO staff.	(FY27-FY28)	Management, Marketing	C-STAFF, C-Marketing	Support Economy, Enhance Assets / Make Accessible, Connect/ enrich communities and visitors to MD heritage & cultural traditions
	G3.O3.F: Review CCHA's marketing goals with DMO, apply VAAAC Metrics as available, and identify ways to collaborate with the DMO's marketing plan when feasible.	Qualitative feedback from DMO staff; Board and Marketing committee	In Process/ Ongoing, (FY27-FY28)	Management, Marketing	C-STAFF, DMO, C-Marketing	Support Economy, Expand Partners and Networks
	G3.O4.A: Develop and encourage new projects targeted to increase cross-marketing across sites by prioritizing mini-grant awards.	# of new projects developed due to mini grant funding	(FY27-FY28)	Management, Marketing, Mini-Grant	C-STAFF, C-Board, PartnerORGS	Expand Partners and Networks , Support Economy
	G3.O4.B: Celebrate CCHA Partner successes through an annual Heritage Awards program and by spotlight new programs/ examples of successful products or programs in regular communications	Track awards annually; # of CCHA partner projects highlighted in communication platforms	In Process/ Ongoing	Management, Marketing	C-STAFF, C-Board, PartnerORGS	Enhance Assets / Make Accessible, Connect/ enrich communities and visitors to MD heritage & cultural traditions, Expand Partners and Networks

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	G3.O4.C: Convene Ad Hoc Peer to Peer committee meeting quarterly or as needed (i.e., Marketing, Education, Small Orgs, ASf Am Pres, etc.) Revisit goals and operations biannually to ensure they remain effective and beneficial for partners. Add or disband committees as CCHA priorities emerge or change. (ie Cemetery preservation; Responses to changes in Federal policy or funding.)	# and quality of all adhoc meetings, track attendance, maintain record of agendas, minutes, video recordings as available, and note key action items. Review progress every other year	In Process/ Ongoing	Management	C-STAFF, C-CoordCouncil, C-Education, C-SmallOrgs, C-Marketing, C-AfAmPres, C-AdHocs, PartnerORGS	EnhanceAssets/MakeAccessibleSupport Economy, Connect/ enrich communities and visitors to MD heritage & cultural traditions, Expand Partners and Networks
	G3.O4.D: Develop and sponsor effective workshops for interpreters, volunteers, site staff, etc. to positively impact the quality of the heritage tourism experiences offered	# of programs supported/ Increased engagement year over year	In Process/ Ongoing	Management, Marketing	C-STAFF, C-Education, Stakeholder-ALL, Private/Other, GA-State, GA-Local, EducationalOrgs, PartnerORGS	Expand Partners and Networks, Connect/ enrich communities and visitors to MD heritage & cultural traditions
G3 – Objective 5: Effective Operational Oversight and Stewardship of Funds	G3.05.A Continue to effectively oversee the operations of the state-certified heritage area, including the thoughtful, equitable, and transparent management and reporting of any funds, including those awarded by MHAA.	Secure and effectively manage funding for operations, including annual MHAA Management Grants	Ongoing	Management	MHAA, C-Board, C-Staff	EnhanceAssets/MakeAccessible, Support Economy, Connect/ enrich communities and visitors to MD heritage & cultural traditions, Expand Partners and Networks

		Successfully steward funds				
		Effectively oversee operations				

KEY to Six-Year Action Plan Table (FY27-FY32)

List of Partners and Entities Referenced in Action Plan: Includes associates, collaborators, and affiliates that work with or in support of CCHA, including partners and stakeholders, governmental and NGO agencies, affinity non-profit and private/corporate organizations.

(LEAD) IN ALL CAPS/Other Partners and Resources in lower case

Entities that work with/ in support of CCHA	Abbreviation for Action Plan Chart	Examples
CCHA (Staff)	C-Staff	Staff and paid consultants
CCHA (Board)	C-Board	Board of Directors
CCHA (Coordinating Council)	C-CoordCouncil	As defined by the CCHA By Laws and convened quarterly
CCHA Education Committee	C-Education	Ad-hoc: Reps from partner sites that convene quarterly
CCHA Small Organizations Committee	C-SmallOrgs	Ad-hoc: Reps from partner sites that convene quarterly
CCHA Marketing Committee	C-Marketing	Ad-hoc: Reps from partner sites that convene quarterly
CCHA African American Preservation Committee	C-AfAmPres	Ad-hoc: Reps from partner sites that convene quarterly
CCHA Ad-Hoc Committees (Convene as needed)	C-AdHocs	<i>Pending: (e.g. historic Cemeteries/ Indigenous Heritage/ Descendant Communities)</i>
Maryland Heritage Areas Authority	MHAA	Staff and/or Board members
Partners: Organizational entity – nonprofit or for-profit –	PartnerORGS	Representatives or directors from any organizations that collaborate and coordinate with CCHA for the benefit of heritage resources and heritage tourism operate within the CCHA boundaries

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Stakeholders w/ subsets in (Historical) (Arts) (Natural Resources - Conservation) (Recreational)	Stakeholder-ALL STK-Hist STK-Arts STK-NatResCons STK-Recreation	All private, public and nonprofit organizations - having an investment and interest in the development, sustainability and potential of the Heritage Area, and who are engaged to assist, advise, review, support or administer regional heritage activity and/or organizations.
Sites: Physical heritage sites - built or natural - public and private, located in the CCHA boundary.	SITES	See www.ChesapeakeCrossroads.org for inventory of current sites
Educational Agencies	EducationalOrgs	Colleges and Universities/; Private schools; Anne Arundel County Public Schools; Md. State Dept. of Education.
Government Agencies (Local/ State or Federal (E.G	GA-Local GA-State GA-Fed	Anne Arundel County (OPZ-CulturalResources; Rec and Parks, Dept. of Public Works, Dept. Transportation. Administration; AAEDC, ACDS, AG Commission) City of Annapolis (Planning and Zoning, Rec and Parks, Administration, Historic Preservation Commission, Arts in Public Places, Heritage Commission) Resilience Authority of Annapolis and Anne Arundel County, State (MHT, JPPM; DNR (State Parks, Program Open Space, MALPF); MD Department of Planning, MDOT/ SHA; DHCD; Maryland Office of Tourism Development (OTD), State Commissions (e.g. MD 250; MCAAHC; MCIA)
MHAA Coalition	MHACoalition	Coalition of the 13 heritage areas in State of Maryland
Destination Marketing Organizations	DMO	Visit Annapolis and Anne Arundel County
Elected Officials	Elected	County, City, State and Federal elected representatives
Private/Corporate/For-Profit/ other Partners	Private/Other	Businesses, Faith-based/ churches; Maryland Tourism Coalition; Downtown Annapolis Partnership; Main Street Programs; Chambers of Commerce, Farm Bureau, Corporate sponsors, Interested individuals.

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Strategic Results- Impact Indicators : Select all that apply

Enhance Assets/Make Accessible	Enhance and preserve MD assets; Make accessible to Public
Support Economy	Support equitable, robust and sustainable local economies
Connect and Enrich	Connect and enrich communities and visitors to MD heritage and cultural traditions
Expand Partners and Networks	Expand/ strengthen partnerships and networks in CCHA

This plan is a response to the Maryland Heritage Areas Authority's strategic plan process and the development of its own strategic plan in late 2025. The MHAA plan requires that each of the certified Maryland Heritage Area Management Entities develop an Action Plan resulting in clearly defined, measurable goals and strategies linked to the MHAA plan and benchmarks. This plan also provides CCHA's partner organizations with the framework needed to participate in and support the work of the CCHA, including information that will assist them in pursuing grant funding from the MHAA and from the CCHA mini-grant programs.